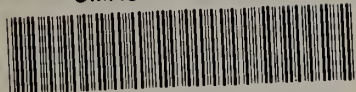


MASS.
Y3.MOT1:
1/985-989

UMASS/AMHERST



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ANNUAL REPORT FY 1985



MONTACHUSETT REGIONAL TRANSIT AUTHORITY

SS. Y3. MOTI: 1/985 - 187

11 37
white



Secretary Frederick Salvucci (EOTC) presents Mohammed Khan, MART Administrator, with certification from Governor Michael Dukakis.

Annual Report 1985

*Montachusett Regional Transit Authority
 76 Summer Street, Fitchburg, MA 01420*

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Administrator's Letter

Fiscal year 1985 was a very eventful year for MART. Not only has MART expanded at the request of Ashburnham, Winchendon and Templeton who are now members of MART, but MART has instituted a brand new service for the benefit of the residents of the Montachusett Region which is called Dial-A-MART. This unique program is done in cooperation with EOTC's Mobility Assistance Program funding. MART was awarded 14 vans through State funding to carry elderly, handicapped, and the economically deprived population of our region to not only places in our region but also to other communities like Boston and Worcester. The service started in September and has expanded ever since. Even though we have not yet received all 14 vans from the State we are using 14 vans by utilizing existing equipment and rentals. The agencies benefitted out of this service include the Department of Welfare; MA Rehabilitation Commission; Department of Education Early Intervention Program; Montachusett Home Care Corporation; and Montachusett Opportunity Council Head Start, and Day Care Program and Elderly Nutrition Programs. This entire Dial-A-MART service is being organized and operated by MOC.

Also during this year, MART received Federal funding to purchase the Lower Main Street property in Fitchburg which we call the Intermodal Transfer Facility. This building will be remodeled and will provide an easy transfer of passengers between one mode of transportation to another. The commuter train, intercity bus services, such as Trailways, the Dial-A-MART program, and the regular MART buses will be operating out of this facility. Therefore, it will become a transportation center not only for Fitchburg but also for the region. At this facility there will be provisions for a 60 car parking lot for commuters traveling to Boston. At the present time, MART is working very closely with City officials to make this center operational even before any major remodeling is done.

During this year we have also seen progress in the development of a Bus Maintenance/Storage Facility. MART has purchased the Fitchburg & Leominster Street Railway Company's existing garage which is over 100 years old and received funding from the Federal government to convert the site into a modern facility for MART bus and van services for the region. The garage will have a storage facility, maintenance facility and MART administrative office located in one building. Major construction work is scheduled to be undertaken during the Fall and early Spring of next year.

I would like to thank our former Chairman, Mayor Charles McKean of Gardner, who served the MART Advisory Board and provided a strong leadership over the last two years. We will miss him very much. We welcome the new Chairman, Mayor Bernard Chartrand of Fitchburg, and Vice-Chairman Mayor Richard Girouard of Leominster. We hope under their leadership we will provide a cost effective service to the people of the Montachusett Region.

Mohammed H. Khan
Administrator

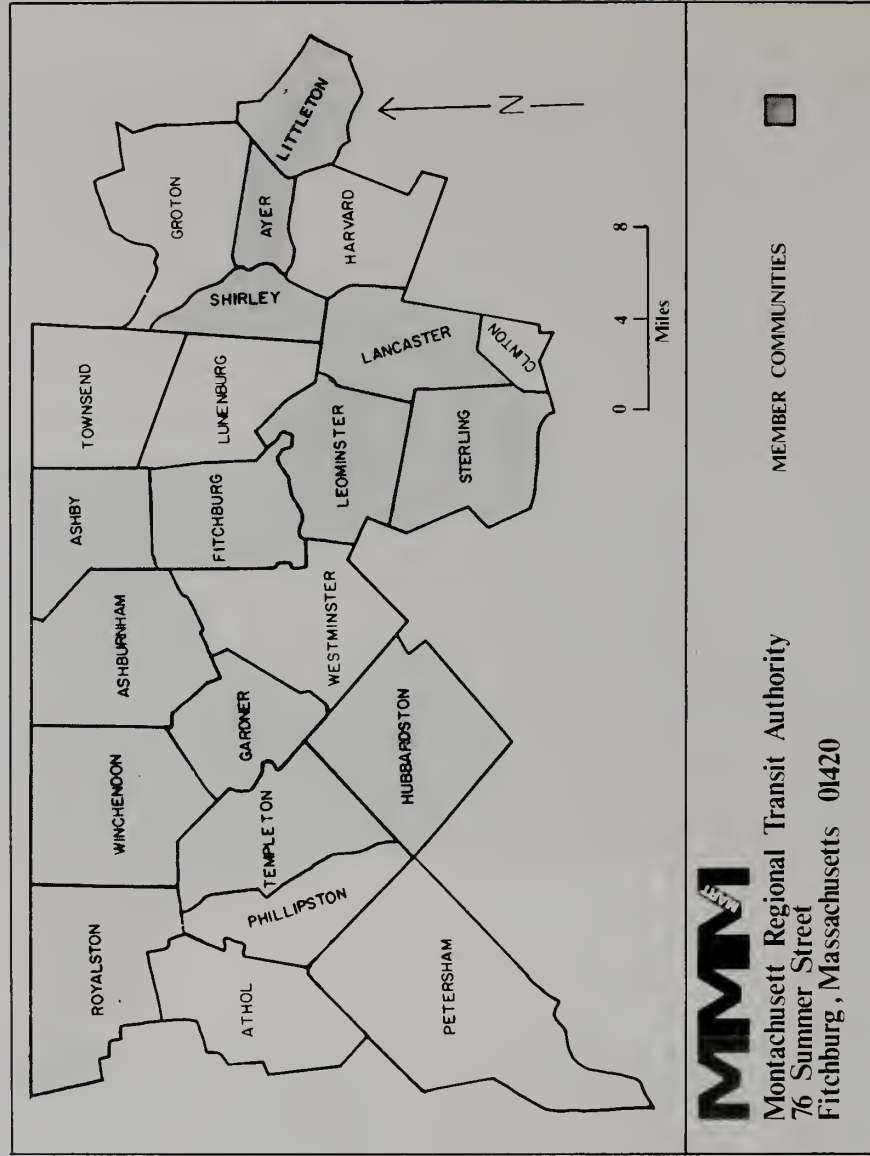
Advisory Board Members

COMMUNITY

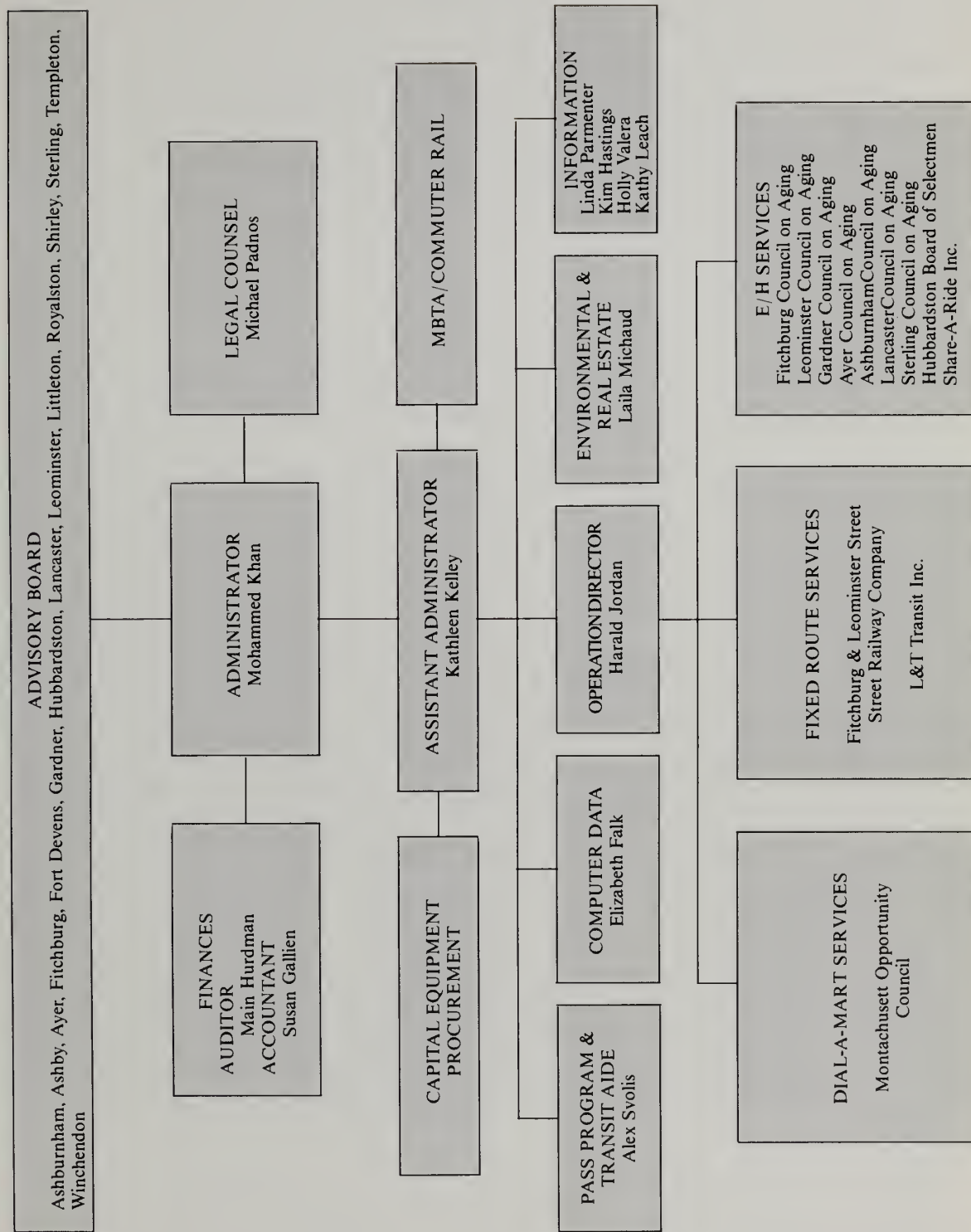
Fitchburg
Leominster
Gardner
Ashburnham
Shirley
Ayer
Lancaster
Sterling
Hubbardston
Royalston
Littleton
Winchendon
Ashby
Templeton
Fort Devens

MEMBERS

Mayor Bernard Chartrand
(Chairman Elect)
Mayor Richard Girouard
(Vice-Chairman)
Mayor Charles McKean
(Chairman)
Elaine McCarthy
Richard Hatch
Jeffrey Hull
Frank Mitchell
George Fitch
Theodore Curtis
William Clark
Charles Sumner
Sheila Donofrio
Richard Moakley
Walter Rolf
Lorraine Joncas
(non-voting member)



Organizational Chart



Operation's Data

Fixed Route

MONTHLY TOTALS 1984/85	JULY	AUG	SEPT	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUNE	TOTAL
NUMBER OF RIDERS FITCHBURG/LEOMINSTER SYSTEM													
Regular Passengers	11871	12753	10993	12788	12182	12916	14394	12002	13767	14013	12928	12308	15291
1/2 Fare Passenger	20895	24209	21266	21877	21471	21772	20524	22891	25269	22898	23783	20793	267648
Students	0	4326	47862	63442	54441	40243	58036	44899	56790	45570	62870	36517	514996
Weekly/Monthly Passes	5698	6723	6429	7992	7968	7728	8274	7742	8427	7394	7400	6535	88310
Fort Devens Total	980	1048	1740	2106	1675	1340	1689	1586	1809	1677	1929	737	18316
FITCHBURG/LEOMINSTER													
TOTAL RIDERS	39444	49059	88290	108205	97737	83999	102917	89120	106062	91552	108910	76890	1042185
Percent Change From Previous Year, Same Month Ridership	7.79%	17.80%	26.54%	62.67%	50.20%	39.49%	65.40%	41.46%	49.54%	47.56%	53.68%	34.16%	43.51%
FITCHBURG/LEOMINSTER													
TOTAL REVENUE MILES	21747	26410	29294	33317	31143	29903	32264	30185	31157	31525	32048	28431	431399
NUMBER OF RIDERS GARDNER SYSTEM													
Regular Passengers	892	972	865	925	850	1002	1064	803	897	971	1020	976	11237
Child under 5	233	304	214	151	142	103	98	116	148	147	95	139	1890
Elderly Passenger	3799	3921	3520	3794	3733	3932	3736	3887	3998	4073	4169	4115	46677
Students	1259	1478	2248	2952	2711	2030	2532	2849	2741	2871	1913	1300	26884
Weekly/Monthly Passes	342	437	373	509	466	308	418	274	543	555	538	456	5219
MWCC Totals	0	0	990	967	847	517	641	1044	851	1012	1036	0	7905
GARDNER													
TOTAL RIDES	6525	7112	8210	9298	8749	8792	8489	8973	9178	9629	8771	6986	99812
Percent Change From Previous Year, Same Month Ridership	22.15%	22.28%	6.57%	22.20%	12.08%	3.18%	41.37%	1.52%	10.27%	19.27%	26.27%	15.01%	15.81%
GARDNER													
TOTAL REVENUE MILES	5943	6591	8193	9210	8411	8542	9206	8418	8956	9151	8754	6226	97601
SYSTEM WIDE													
FIXED ROUTE	45969	56171	96500	117503	106486	91891	111406	98093	115240	101181	117681	83876	1141997
TOTAL RIDERSHIP	45969	56171	96500	117503	106486	91891	111406	98093	115240	101181	117681	83876	1141997
Percent Change From Previous Year, Same Month Ridership	9.62%	18.35%	26.19%	58.52%	46.12%	35.40%	63.28%	36.55%	45.42%	44.31%	51.24%	32.32%	40.75%
TOTAL SYSTEM WIDE													
REVENUE MILEAGE	27690	33001	37487	42527	39554	38445	41470	38603	40113	40676	40802	34657	529000

Paratransit

	Ridership	Revenue	Mileage	Operating Cost	Average Unduplicated Rides/Month	Handicapped Requests	Wheelchair Bound Riders	One-Way Fare	Hours of Service
Ashburnham	1,179	\$875	11,033	\$8,732	7	32	0	\$0.25	T, Th, F 10 a.m. - 4 p.m. W 11 a.m. - 4 p.m.
Ayer	3,696	\$1,918	7,457	\$9,943	50	65	1	\$0.50	M, W, 11 a.m. - 3 p.m. Th 11 a.m. - 1 p.m. T, F 11 a.m. - 4 p.m.
Fitchburg	4,419	\$2,194	18,362	\$14,521	61	1,669	555	\$0.50	M-F 9 a.m. - 4 p.m.
Gardner	8,616	\$2,816	19,969	\$25,469	118	960	513	\$0.30	M-F 8:30 a.m. - 4:30 p.m.
Hubbardston	2,229	\$354	12,175	\$6,491	24	0	0	\$0.25 out of town	M 10 a.m. - 4 p.m. T 11 a.m. - 4 p.m. W 8 a.m. - 4 p.m. Th 8 a.m. - 4 p.m.
Lancaster	2,726	\$1,047	7,375	\$7,554	42	35	0	\$0.25	T-F 10 a.m. - 3 p.m.
Leominster	5,448	\$1,976	10,829	\$19,259	31	361	0	\$0.30	M-F 8:30 a.m. - 4 p.m.
Littleton	1,202	\$396	27,794	\$17,301	9	986	421	\$0.25 in town \$0.75 out of town	M-F 7 a.m. - 8:30 a.m. 9:30 a.m. - 3:30 p.m.
Sterling	5,684	*	13,455	\$14,783	46	0	0	*	M-F 8:30 a.m. - 4:30 p.m.
Fitchburg/Leominster Handicap Service	830	\$624	9,554	\$19,108	7	653	26	\$0.75	M-F 9 a.m. - 4:30 p.m.

* \$0.25 per rider is paid by town

Dial-A-MART

ANNUAL TRIP SUMMARY BY DESTINATION

[illegible]

CHART INDICATES ONLY TRIPS RUN BY MART FOR MASS REHAB., DEPT. OF WELFARE, MONTACUSETT HOME CARE, AND C.R.A.A.B.

ANNUAL TRIP SUMMARY BY DESTINATION

AGENCY	TOTAL HOURS	TOTAL MILES	ELDERLY			NON-ELDERLY			TOTAL ONEWAY TRIPS
			HANDICAP	WHEELCHAIR	REGULAR	HANDICAP	WHEELCHAIR	REGULAR	
C.R.A.A.B.	13	160	20	24	0	44	0	0	88
DAY CARE	4356	61000	0	0	0	0	0	19800	19800
FITCHBURG DEPT. OF EDUCATION	614	10525	0	0	0	876	0	0	876
GARDNER DEPT. OF EDUCATION	42	1627	0	0	0	94	0	0	94
GARDNER VISITING NURSES	144	2433	0	82	422	0	4	0	508
HEADSTART	4234	62926	0	0	0	0	0	57008	57008
LEOMINSTER HIGH SPECIAL ED	35	1252	0	0	0	33	0	0	33
MASS. REHABILITATION	806	26314	0	0	0	430	234	0	664
METP	2	42	0	0	0	0	0	80	80
MOC NUTRITION	36	738	0	0	708	0	0	0	708
MONTACHUSETT HOME CARE	245	7229	207	36	37	0	0	0	280
SPECIAL GARDNER HEADSTART	1	31	0	0	0	0	0	80	80
THREE PYRAMIDS	36	300	0	0	0	0	0	39	39
WELFARE	1270	40562	55	0	136	692	0	359	1242
WORCESTER MEMORIAL HOSPITAL	3	54	2	0	0	0	0	0	2
ANNUAL TOTALS	11837	215193	284	142	1303	2169	238	77366	81502

Commuter Rail

Data For Stations in the Montachusett Region

	Weekday Riders	Weekend Riders	Total Weekly Riders
July '84	13,834	3,768	17,602
August	14,926	3,354	18,280
September	12,306	4,234	16,540
October	14,170	4,807	18,977
November	13,765	4,687	18,452
December	13,377	4,873	18,250
January '85	14,289	3,705	17,994
February	15,096	5,044	20,140
March	16,369	6,199	22,568
April	18,059	5,036	23,095
May	17,657	4,513	22,170
June	15,659	5,038	20,697
YEARLY TOTAL	169,166	51,325	220,491

One-Way Boardings by Station Survey Conducted April 1985

Town of Residence	Gardner Station	Fitchburg Station	North Leominster Station	Shirley Station	Ayer Station	Littleton Station	Totals
Ashburnham		4					4
Ashby		5					5
Athol	1						1
Ayer		5	1		21		27
Baldwinville	2		1				3
Fitchburg	1	52	6	1			60
Fort Devens					2		2
Gardner	11	1	3				15
Groton					21	2	23
Harvard					3	4	7
Templeton	1	1				1	3
Lancaster			2			1	3
Leominster		1	24				25
Littleton						13	13
Lunenburg		3	8	2	1		14
Orange	1						1
Pepperell					8		8
Shirley				9	7		16
Sterling			1				1
Townsend		1			6		7
Westford						2	2
Westminster		3	3				6
Winchendon			1				1
Others*	1	5	3		5	2	16
Totals	18	81	53	12	74	24	262

* Includes Clinton, Boxborough, Acton, Lowell, and Concord.

Budget & Expenditure FY'85

Budget Items	TOTAL PERCENT BALANCE			Budget	TOTAL PERCENT BALANCE			Budget	TOTAL PERCENT BALANCE			Budget	TOTAL PERCENT BALANCE		
	to date	Budget	Expendtr		to date	Budget	Expendtr		to date	Budget	Expendtr		to date	Budget	Expendtr
Operation															
Fixed Rt. Fitch & Leo	790000	878728	111.23%	-88728	Fixed Rt. Fitch & Leo	180000	174643	97.02%	5357	Capital Expenditure		6000	6576	109.60%	-576
Fixed Rt. (MART)	27500	51047	188.90%	-24447	Fare Box	75000	71033	94.71%	3967	BAT-interest		6000	3988	66.47%	2012
Fixed Rt. Gardner	112000	122367	109.26%	-10367	School: Pass/tkt	15000	18122	120.81%	-3122	Mart-princp-225K		25000	25000	100.00%	0
Fixed Rt. (MART)	36000	66445	184.57%	-30445	MART pass/mo-wkl	25000	25530	102.12%	-530	Mart-intr-225K		17500	17500	100.00%	0
E & H : F&L	6000	0	0.00%	6000	Fixed Rt. Gardner	5000	6113	122.26%	-1113	Garage & interest		8000	11456	143.20%	-3456
Dial-A-Mart: MOC	150000	108937	72.62%	41063	Fare Box & Pass	600	626	104.42%	-26	Intermodal & intr		8000	137499	1718.74%	-129499
Dial-A-Mart: Fuel	52500	16074	30.62%	36426	College (MWCC)	60000	46742	77.90%	13258	Equipment		24996	24996	100.00%	0
Dial-A-Mart: F&L	41000	42770	104.32%	-1770	Day Care	61500	59594	96.90%	1906	4-Vans		1000	6395	639.46%	-5395
Dial-A-Mart: L&T	10500	11890	113.24%	-1390	Head Start	45000	14083	31.30%	30917	Radios		1000	0	0.00%	1000
Dial-A-Mart: Other	1500	2142	142.83%	-642	Mass. Rehabilitation	54000	43315	80.21%	10685	Other		3004	0	0.00%	3004
Elderly & Handicap:					Dept. of Welfare	5000	706	14.11%	4294	Station Wagon		2500	2475	98.98%	25
Ashburnham	10000	8731	87.31%	1269	Elderly Nutrition	10000	11522	115.22%	-1522	Rental-9 Vans		59400	49150	82.74%	10250
Ayer	15000	9756	65.04%	5244	Early Intervention	5000	3836	76.73%	1164	Intr. 16 Vans		4000	6000	150.00%	-2000
Fitchburg	20000	18643	93.21%	1357	Mont. Home Care	5000	4893	97.86%	107	9a-Equipment		4000	5800	145.00%	-1800
Gardner	32000	30298	94.68%	1702	Elderly & Handicap:					Bank & Bond Fees		4000			
Hubbardston	12500	6490	51.92%	6010	Ashburnham	1250	875	69.97%	375	Fed & State share		99984	99984	100.00%	0
Lancaster	10000	7544	75.44%	2456	Ayer	1250	1944	155.49%	-694	4-Vans		307200	0	0.00%	307200
Leominster	22500	19502	86.68%	2998	Fitchburg	1500	2230	148.67%	-730	Radios		30000	25578	85.26%	4422
Littleton	30000	17281	57.60%	12719	Gardner	3000	2816	93.86%	184	Garage		200000	45823	22.91%	154177
Sterling	20000	14389	71.95%	5611	Hubbardston	1000	354	35.40%	646	Intermodal		480000	461631	96.17%	18369
Royalston	7500	0	0.00%	7500	Lancaster	1250	1040	83.22%	-210	9a-Equipment		24000	24000	100.00%	0
Shirley	0	0	ERROR	0	Leominster	1500	1944	129.58%	-444	Gardner CAC Vans		43500	53970	124.07%	-10470
Insurance					Littleton	2750	396	14.39%	2354	Station Wagon		10000	9898	98.98%	102
Buses	45000	26282	58.40%	18718	Sterling	0	0	ERROR	0	Total Capital Expn.		1369084	1017719	74.34%	351365
Vans	25000	13141	52.56%	11859	Other	500	0	0.00%	500						
Property	10000	12038	120.38%	-2038	Other Income	17500	14362	82.07%	3138						
Administration:					Property Incm.	60000	18433	30.72%	41567						
Advt. & Promotion	25000	32006	128.02%	-7006	Federal Reimburse:	308000	307603	99.87%	397						
Printing	7500	5964	79.52%	1536	Urbanized-oper	79000	70900	89.75%	8100						
Office Contr. MRPC	38000	38000	100.00%	0	Rural-Sec. 18	295350	300000	101.57%	-4650						
Office Contr. MRPC	40000	45000	112.50%	-5000	Municip. Assessment	590700	585000	99.04%	5700						
MART Staff	375000	40534	10.68%	-3034	State Contr.	20000	20000	100.00%	0						
Legal	15000	10330	68.86%	4670	State DEA	10000	6049	60.49%	3951						
Audit/Accountant	17000	15000	88.24%	2000	Advertisement	2000	18606	930.30%	-16606						
Interest Expendtr	55000	49398	89.81%	5602	Non Fed. interest	1943900	1833311	94.31%	110589						
Office Supplies	3500	3745	107.00%	-245	Total All Revenue										
Sm Equipment Purch	8000	12381	154.76%	-4381											
Staff Travel	1000	535	53.46%	465											
Meeting place expn.	1000	1000	99.96%	0											
Training Conference	1000	1277	127.69%	-277											
Admin Insurance	1750	1131	64.63%	619											
Other: Tel. & Rent etc.	12000	11672	97.27%	328											
Commuter Rail:															
Parking Rental	3250	1800	55.38%	1450											
Snow Removal	5750	6518	113.36%	-768											
Stn. Lights	1750	238	13.58%	1512											
Promotion	2000	150	7.50%	1850											
Municipal Spl. Req.	1000	0	0.00%	1000											
Other	8500	3368	39.62%	5132											
Total all Expend.	1772000	1765442	99.63%	6558											

Audit

STATEMENT OF PROJECT COST AND CONTRACT ASSISTANCE

For the Year Ended June 30, 1985

Cost of service in excess of revenue	\$1,573,471	Add:	Ineligible costs for Federal operating assistance	83,433
Less depreciation	305,683		Appropriation for state and local share of capital expenditures	13,508
Reimbursable expenses	1,267,788		Payments made on long-term debt	31,576
Costs ineligible for Federal operating assistance:				
Interest on long-term debt	3,840			128,517
Interest on transportation bond	16,859			
Excess of cost over revenue - Dial-A-Mart	62,734		Net cost of service	934,271
			State contract assistance:	
	83,433		Chapter 161B	585,000
Expenses eligible for Federal operating assistance	1,184,355		Department of Elder Affairs	20,000
Federal Operating Assistance - Section 9	307,603			605,000
- Section 18	70,998			
	378,601		Net assessable cost of service to cities and towns constituting the Authority	\$329,271
	805,754			

Balance Sheet

ASSETS

Current assets:

Cash and cash investments	\$1,048,227
Receivables for operating assistance	
Federal Department of Transportation	127,096
Commonwealth of Massachusetts	965,135
Receivable for capital grant	
Federal Department of Transportation	192,156
Receivable from Commonwealth of Massachusetts	6,576
Other assets	158,159

Total current assets

2,497,349

Receivable from Commonwealth of Massachusetts

39,126

Transportation property Less accumulated depreciation

3,678,461

849,172

2,829,289

\$5,365,764

LIABILITIES

Current liabilities:

Revenue anticipation note	\$900,000
Bond anticipation note	83,222
Grant anticipation note	1,097,000
Current maturities of transportation bond	25,000
Current maturities of notes payable	6,576
Accounts payable and accrued expenses	271,474
Accrued interest	75,359
Amounts due to operators	190,705

Total current liabilities

2,649,336

Transportation bond payable, less current maturities

150,000

Notes payable, less current maturities

39,126

189,126

Capital grants

2,949,161

Less accumulated amortization

666,183

2,282,978

Reimbursed cost of service

244,324

\$5,365,764

Allocation of Net Cost of Service to Municipalities

For the Year Ended June 30, 1985

	Fixed Service Net Loss	Operators' Net Cost of Special Service	Total	Adminis- trative	Reimburse- ment from Federal Govern- ment	Commuter Rail	Capital Expenses Funded	Dial- A- Mart	Cost Net of Service	Chapter 161B	Depart- ment of Elder Affairs	Assess- ment
Fitchburg	\$388,896	\$11,072	\$399,968	\$72,329	\$156,273	\$1,986	\$17,346	\$22,945	\$358,301	\$229,236		\$129,065
Leominster	339,931	17,284	357,215	64,976	139,694	2,500	15,545	21,515	322,057	206,047		116,010
Gardner	134,462	22,653	157,115	46,319	54,622	5,386	8,415	13,007	175,620	104,405	\$12,508	58,707
Ayer	10,576	7,152	17,727	7,820	6,860	900	1,069	1,154	21,810	11,433	3,950	6,427
Lancaster		6,070	6,070	1,308	2,441		269	444	5,650	3,615		2,035
Sterling		13,362	13,363	3,879	5,705		629	968	13,134	8,403		4,731
Ashburnham		7,857	7,857	2,693	3,491		385	523	7,967	5,097		2,870
Hubbardston		6,414	6,414	2,382	2,361		351	562	7,348	2,437	3,542	1,369
Shirley				500	134	202	31	39	638	408		230
Littleton		16,986	16,986	9,159	7,020		1,044	1,577	21,746	13,919		7,827
	\$873,865	\$108,850	\$982,715	\$211,365	\$378,601	\$10,974	\$45,084	\$62,734	\$934,271	\$585,000	\$20,000	\$329,271

Net Cost of Service for State Operating Assistance

For the Year Ended June 30, 1985			
	Urbanized Area Service	Rural Area Service	Total
Operating expenses (exclusive of depreciation)	\$1,433,684	\$397,084	\$1,830,768
Farebox revenue	410,834	91,532	502,366
Federal operating assistance	307,603	70,900	378,601
Interest on obligations of state and local communities	16,382	4,317	20,699
Interest income	32,844	8,655	41,499
Rent income	19,115		19,115
Dial-A-Mart	46,395	16,339	62,734
	833,173	191,743	1,025,014
Operating deficit subject to state and local reimbursement	\$600,511	\$205,341	805,754
			Net cost of service
			\$934,271
			128,517
			\$585,000
			20,000
			605,000
			329,271
			\$934,271
			Net cost of service:
			State share:
			Executive Office of Transportation and Construction
			Department of Elder Affairs
			Local share



MASS. Y3, MOT 1:1/986

✓

ANNUAL REPORT FY 1986

GOVERNMENT DOCUMENT
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Montachusett Regional Transit Authority



Winners in the MART paratransit operators division of local bus rodeo included from left to right, 1st place Mark Lafond; 2nd place Brenda Rivard; 3rd place Marlene Leger.

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Annual Report 1986

Montachusett Regional Transit Authority
100 Main Street, Fitchburg, MA 01420

Administrator's Letter

For the Montachusett Regional Transit Authority fiscal year 1986 was yet another eventful year. The most significant accomplishment was the receipt of approximately \$3 million in Federal funding from the Urban Mass Transportation Administration. With assistance from our Congressman Edward Boland, our State Senator, Mary Padula and our lawyer in Washington, John Daniel Reeves, we received the Section 3 Federal grant on a priority basis. This funding allowed us to make a commitment for construction of a new maintenance and storage facility for the MART operation to replace our present garage facility, the 100 year-old former Fitchburg & Leominster Street Railway Company garage. In addition to the Federal grant, MART anticipates a significant amount of State Bond money to be allocated to our garage construction project which will allow us to construct a new facility with very little local funding. Gardner Representative, Chester Suhoski, was instrumental for receiving \$4 million in State Bond money for all 14 RTAs of the Commonwealth.

During Fiscal Year 1986, MART received 14 vans from the Executive Office of Transportation and Construction. MART has also worked with the State Transportation Department in promoting system-wide accessible transportation to handicapped individuals particularly those in wheelchairs. MART expanded its Dial-A-Ride program to provide service to the handicapped population in the Fitchburg and Leominster area to meet their various needs ranging from medical and job related to social requirements. This was made possible with the active support from State Secretary Salvucci. During this fiscal year, MART has expanded its Dial-A-MART service to include nine social service agencies in our region and service coverage has now extended far beyond the Transit Authority's district.

Regarding the operation of our regular fixed route bus service, MART also expanded to new territory. We now transport industrial workers from the Gardner, Templeton and Athol area to industries in Fitchburg and Leominster. We have expanded our services to the Town of Sterling on a regular basis.

MART employs various private sector companies as well as non-profit agencies in providing MART services. At the present time, the private companies that are providing services to MART include the Fitchburg & Leominster Street Railway Company, L & T Transit Inc., Wilson Bus Co., and Chartered Buses Inc. Non-profit agencies that provide us with services include the Montachusett Opportunity Council and Share-A-Ride Inc. In addition, various Councils on Aging in individual communities provide services to the elderly and handicapped population with MART vans in ever-increasing numbers.

During this year MART has welcomed one new community, namely Westminster, who is the 15th community to join MART. The commitment from the local government in addition to the State and Federal commitment has been tremendous. The MART Advisory Board has voted to procure 8 new station wagons for the Dial-A-MART operation and 8 used buses for the fixed route services (procured from the Pioneer Valley Transit Authority) entirely with local funds. In view of Proposition 2½ and dwindling federal resources this is a significant commitment on the part of the local government and it indicates its priority for public transit in the Montachusett Region.

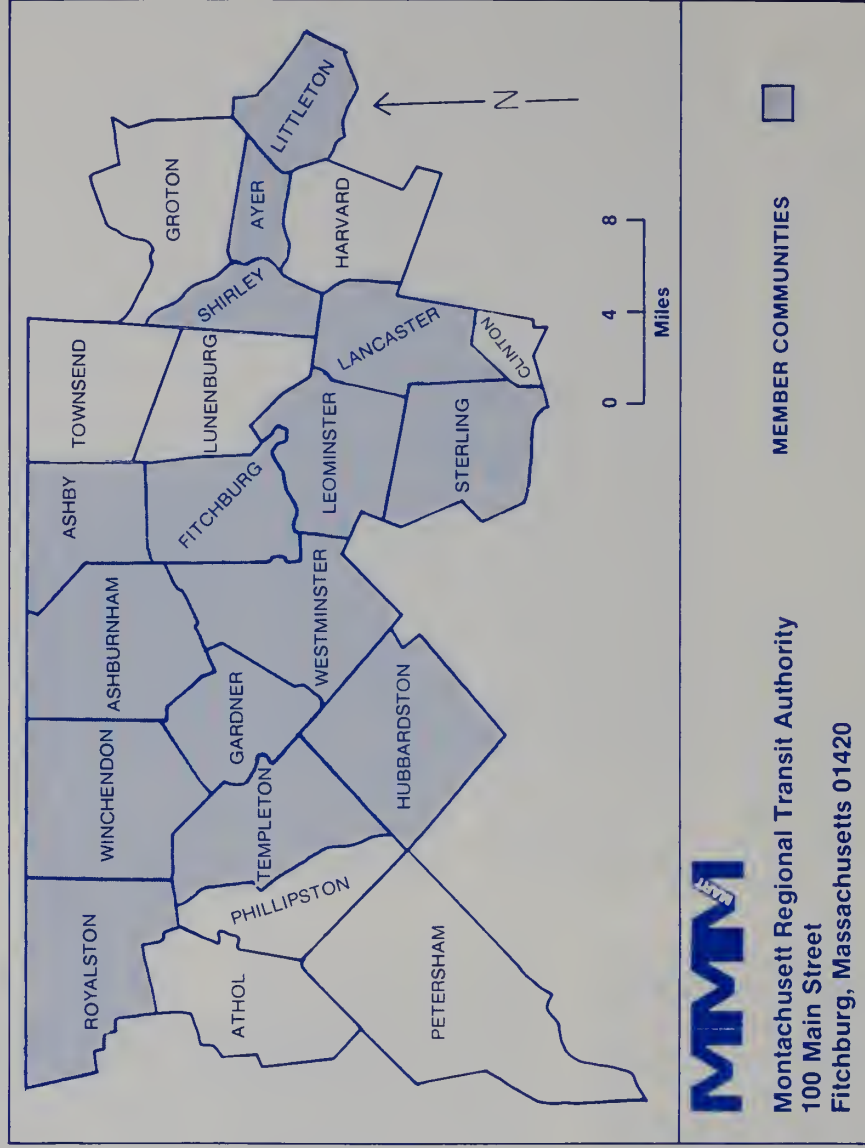
The MART Advisory Board consists of active representation by Mayors and Selectmen from our member municipalities. The officers include Chairman Bernard Chartrand, Mayor of Fitchburg, and Vice-Chairman Richard Girouard, Mayor of Leominster. The Board was recently re-elected to serve another term. Alan Agnelli, Mayor of Gardner is also a participant in the Advisory Board activities. MART is also fortunate in receiving support and encouragement from area representatives namely George Bourque, Angelo Picucci and Chester Suhoski.

I am very pleased to announce that MART administrative offices are now located at the MART Intermodal Transfer Facility, 100 Main Street in Fitchburg. The Intermodal Facility became operational in January of 1986 and is presently serving intercity buses such as Trailways and local MART buses as well as the Dial-A-MART operation. In the near future the commuter train station will be relocated to this facility.

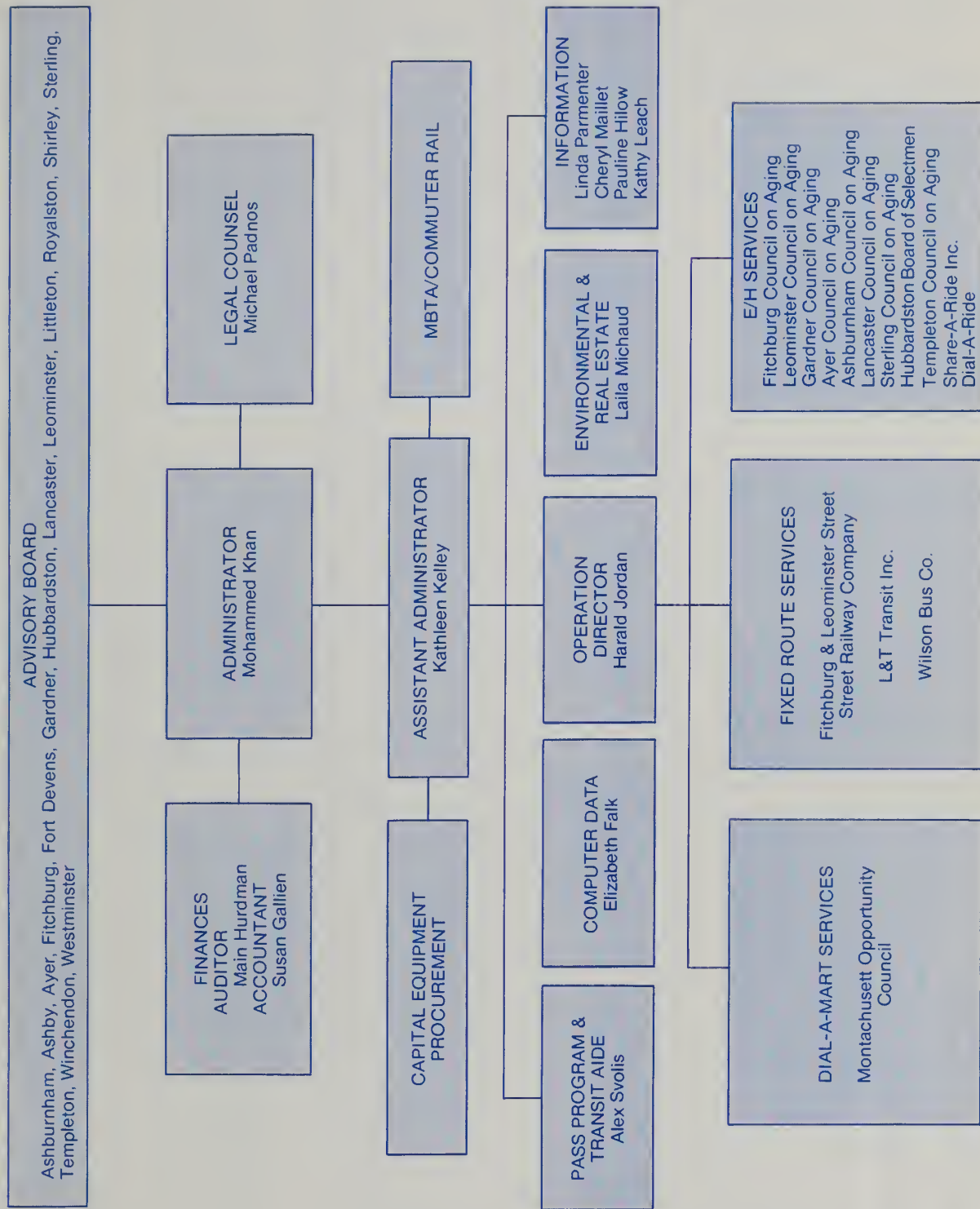
Mohammed H. Khan
Administrator

Advisory Board Members

COMMUNITY	MEMBERS
Fitchburg	Mayor Bernard Chartrand (Chairman Elect)
Leominster	Mayor Richard Girouard (Vice-Chairman)
Gardner	Mayor Charles McKean (Chairman)
Ashburnham	Elaine McCarthy
Shirley	Richard Hatch
Ayer	Jeffrey Hull
Lancaster	Frank Mitchell
Sterling	George Fitch
Hubbardston	Theodore Curtis
Royalston	William Clark
Littleton	Charles Sumner
Winchendon	Sheila Donofrio
Ashby	Richard Moakley
Templeton	Walter Rolf
Fort Devens	Lorraine Joncas (non-voting member)
Westminster	(pending EOTC approval)



Organizational Chart



Operation's Data

Fixed Route Service

RIDERSHIP	JULY	AUG	SEPT	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUNE	TOTAL
A. FITCHBURG/LEOMINSTER SYSTEM													
Regular Passengers	12,804	13,760	13,139	14,867	13,962	14,496	14,651	13,898	15,696	15,009	14,600	13,939	170,821
1/2 Fare Passengers	18,940	19,276	17,329	19,806	18,214	19,714	20,511	18,112	20,153	19,789	18,830	17,293	227,967
Students	0	3,520	35,900	45,737	37,526	31,543	41,588	30,417	41,927	35,082	43,452	23,865	370,557
Weekly/Monthly Passes	6,605	6,406	6,377	7,504	6,537	6,328	6,664	5,805	7,136	6,632	6,862	6,457	79,313
Special Peak Hour Service	433	525	2,187	2,960	2,199	1,797	2,373	1,986	2,280	2,219	3,118	807	22,884
Industrial Service	0	0	0	775	1,692	1,764	2,421	2,305	2,394	2,581	2,423	2,477	18,832
FITCHBURG/LEOMINSTER TOTAL RIDERSHIP	38,782	43,487	74,932	91,649	80,130	75,642	88,208	72,523	89,586	81,312	89,285	64,838	890,374

B. GARDNER SYSTEM

Regular Passengers	986	1,078	930	1,021	926	1,018	1,039	988	1,018	822	775	802	11,403
Child Under 5	120	283	244	175	186	125	175	150	283	160	261	165	2,327
Elderly Passengers	4,328	4,448	4,029	4,222	3,907	3,922	4,016	3,489	4,018	4,434	4,158	4,144	49,115
Students	1,241	1,211	1,931	2,355	2,182	1,984	1,901	2,655	2,459	2,187	1,611	1,040	22,757
Weekly/Monthly Passes	465	493	350	474	512	498	505	491	537	495	506	333	5,659
Mount Wachusett Community College Service	0	0	1,425	1,532	1,136	818	539	1,169	908	1,065	656	0	9,248
GARDNER TOTAL RIDERSHIP	7,140	7,513	8,909	9,779	8,849	8,365	8,175	8,942	9,223	9,163	7,967	6,484	100,509

C. SYSTEM WIDE FIXED ROUTE TOTAL RIDERSHIP

	45,922	51,000	83,841	101,428	88,979	84,007	96,383	81,465	98,809	90,475	97,252	71,322	990,883
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REVENUE	JULY	AUG	SEPT	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUNE	TOTAL
---------	------	-----	------	-----	-----	-----	-----	-----	-----	-----	-----	------	-------

A. FITCHBURG/LEOMINSTER SYSTEM

Fixed Route	\$12,741	\$13,035	\$12,731	\$14,188	\$13,307	\$13,923	\$14,060	\$13,277	\$14,617	\$14,172	\$13,754	\$12,968	\$162,773
Students	0	528	5,577	7,265	5,970	5,043	6,593	4,850	6,692	5,549	6,884	3,767	58,718
Special Peak Hour Service	86	293	2,577	2,599	2,483	2,370	2,506	2,327	2,347	2,406	3,076	242	23,312
Industrial Service	0	0	0	1,484	2,894	3,072	3,038	4,155	4,684	4,404	4,292	4,273	32,296
FITCHBURG/LEOMINSTER TOTAL REVENUE	\$12,827	\$13,856	\$20,885	\$25,536	\$24,654	\$24,408	\$26,197	\$24,609	\$28,340	\$26,531	\$28,006	\$21,250	\$277,099

B. GARDNER SYSTEM

GARDNER RT. 1 & 2	\$2,052	\$2,002	\$2,020	\$2,317	\$2,072	\$2,090	\$2,180	\$2,170	\$2,263	\$2,185	\$1,943	\$1,790	\$25,084
Mount Wachusett Community College Service	0	0	1,264	1,396	1,032	709	461	1,014	819	976	617	0	8,290
GARDNER TOTAL REVENUE	\$2,052	\$2,002	\$3,284	\$3,713	\$3,104	\$2,799	\$2,642	\$3,184	\$3,082	\$3,162	\$2,560	\$1,790	\$33,373

C. SYSTEM WIDE FIXED ROUTE TOTAL REVENUE

	\$14,879	\$15,858	\$24,169	\$29,249	\$27,758	\$27,207	\$28,839	\$27,793	\$31,422	\$29,692	\$30,566	\$23,040	\$310,472
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Paratransit Service

Community	Ridership	Mileage	Revenue	Operating Cost	Average Unduplicated Rides/Month	Handicapped Requests	Wheelchair Bound Riders	One-Way Fare	Hours of Service
Ashburnham	2,230	13,099	\$1,637	\$10,866	14	36	0	\$0.25	T, Th, F 10 a.m. - 4 p.m. W 11 a.m. - 4 p.m.
Ayer	3,943	8,163	\$1,945	\$ 9,004	46	7	0	\$0.50	M, W 11 a.m. - 3 p.m. Th 11 a.m. - 1 p.m. T, F 11 a.m. - 4 p.m.
Fitchburg	4,381	16,511	\$2,163	\$19,601	55	1,413	522	\$0.50	M-F 9 a.m. - 4 p.m.
Gardner	7,941	20,543	\$2,817	\$33,169	106	777	462	\$0.30	M-F 8:30 a.m. - 4:30 p.m.
Hubbardston	2,388	13,163	\$ 268	\$ 7,675	22	2	2	\$0.25 out of town	M 10 a.m. - 4 p.m. T 11 a.m. - 4 p.m. W 8 a.m. - 4 p.m. Th 8 a.m. - 4 p.m.
Lancaster	1,660	6,700	\$ 791	\$ 7,940	40	394	0	\$0.25	T-F 10 a.m. - 3 p.m.
Leominster	5,957	11,786	\$2,140	\$20,939	43	543	83	\$0.30	M-F 8:30 a.m. - 4 p.m.
Littleton	1,399	31,028	\$ 433	\$25,175	11	1,003	341	\$0.25 in town \$0.75 out of town	M-F 7 a.m. - 8:30 a.m. 9:30 a.m. - 3:30 p.m.
Sterling	5,588	12,637	*	\$17,238	42	0	0	*	M-F 8:30 a.m. - 4:30 p.m.
Templeton	1,509	7,068	*	\$ 9,188	31	0	0	*	T-F 9 a.m. - 4 p.m.
*\$0.25 per rider is paid by town									
MART Dial-A-Ride (Handicap Service)	2,246	18,301	\$1,741	\$36,602	23	2,246	139	\$0.75	M-F 7 a.m. - 6 p.m. S 10 a.m. - 4 p.m.

ANNUAL TRIP SUMMARY BY DESTINATION

CHART EXCLUDES TRIPS RUN BY MART FOR MOC DAY CARE, FITCHBURG AND GARDNER DEPARTMENTS OF PUBLIC HEALTH, GARDNER VISITING NURSES ASSOCIATION AND MOC HEADSTART

AGENCY	TOTAL HOURS	TOTAL MILES	HANDICAP	ELDERLY WHEELCHAIR	REGULAR	HANDICAP	NON-ELDERLY WHEELCHAIR	REGULAR	TOTAL ONE-WAY TRIPS	AVERAGE UNDUPLICATED CLIENTS/MO.
AYER PUBLIC SCHOOLS	144	4,160				66			66	3
CRAAB	48	719	38	38		97	27	4	204	10
DAY CARE	3,481	57,262						20,892	20,892	41
DEPARTMENT OF PUBLIC WELFARE	3,807	67,725	252		95	1,127		778	2,252	44
FITCHBURG DEPT. OF PUBLIC HEALTH	682	13,102				931			931	14
FITCHBURG INDUSTRIAL DEVELOPMENT COMM.	3	35						8	8	4
FITCHBURG SENIOR CENTER	10	111			90					4
FLAAC COLLABORATIVE	2	18				2	12		90	45
GARDNER DEPT. OF PUBLIC HEALTH	409	11,671				491			14	7
GARDNER PUBLIC SCHOOLS	3	22					6		491	78
GARDNER VISITING NURSES ASSOC.	1,250	17,508	487	67	2,273	240	485	222	3,774	3
GENERAL PUBLIC	63	2,554	208	8	33	54	5	125	43	140
GOLDEN AGERS ASSOC.	7	56		10	16	4			30	94
HEADSTART	6,106	75,970						68,728	68,728	15
JOHNSONIA APARTMENTS	7	8		4	28	16		12	60	30
LEOMINSTER HIGH SCHOOL SPECIAL ED.	551	19,869				290			290	1
MASS. COMMISSION FOR THE BLIND	64	1,464				92			92	4
MASS. REHABILITATION COMMISSION	2,073	58,061				760	515		1,275	5
MOC NUTRITION	38	830							622	104
MONTACHUSETT HOME CARE CORP.	2,314	39,467	1,343	393	622			51	2,269	38
MONTACHUSETT HOME CARE DAY CARE	16	290			482				26	4
MONTACHUSETT OPPORTUNITY COUNCIL	4	48			26			2	2	1
THREE PYRAMIDS	1	14						30	30	15
ANNUAL TOTALS	21,083	370,964	2,328	520	3,665	4,170	1,050	90,852	102,585	N/A

Commuter Rail Service

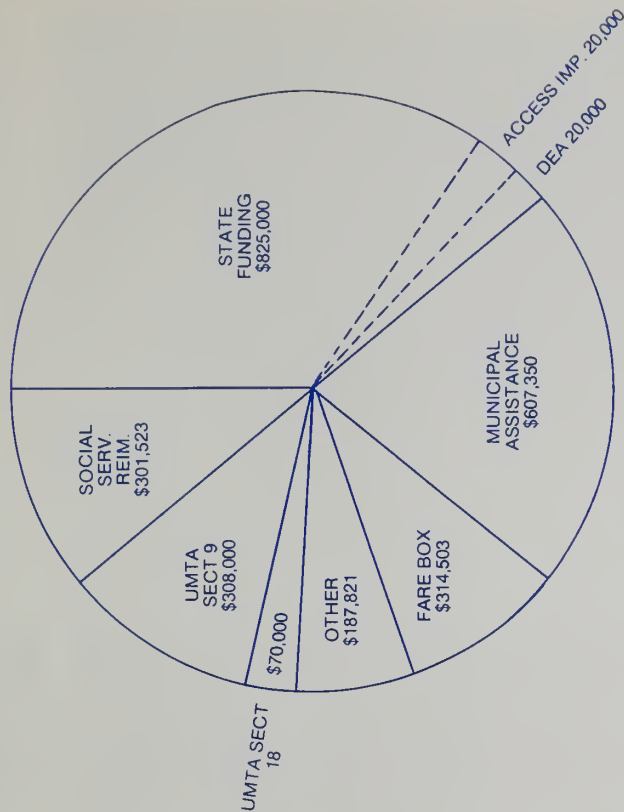
Financing the Operation

Data For Stations in the
Montachusett Region

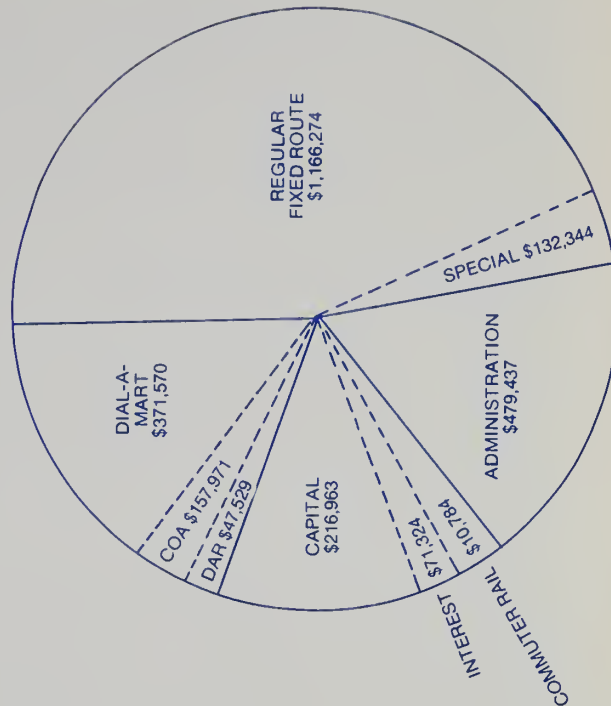
	Weekday Riders	Weekend Riders	Total Weekly Riders
July '85	15,536	4,028	19,564
August	17,948	4,847	22,795
September	14,915	4,312	19,227
October	18,300	5,646	23,946
November	16,454	6,588	23,042
December	17,923	4,881	22,804
January '86	17,760	4,399	22,159
February	17,616	5,788	23,404
March*	9,970	2,980	12,950
April*	6,863	737	7,600
May*	8,215	1,869	10,084
June	15,344	3,315	18,659
YEARLY TOTAL	176,844	49,390	226,234

*A labor dispute during this month caused a strike and subsequent shut-down of train service.

Where It
Comes From



Where It
Goes



Budget & Expenditure FY '86

Budget Items	Budget Total	Total \$Expendtr	Balance Budget Expendtr	Percent Budget Spent
A. Operation				
Fixed Rt Fitch&Leom	870000	981211	-111211	112.78%
Fixed Rt. (MART)	30000	73616	-43616	245.39%
Fixed Rt. Gardner	125000	137542	-12500	110.03%
Fixed Rt. (MART)	30000	42455	-12455	141.52%
Spcl. Peak hr. contr.	106500	83788	-0	100.00%
Spcl. Peak hr. (L&T)	31000	42671	-11671	137.65%
Wilson		24317	-1605	107.07%
E & H : F&L	4000	0	4000	0.00%
Dial-A-Mart: MOC	220000	260402	-40402	118.36%
Dial-A-Mart: MART	40000	55482	-15482	138.71%
Dial-A-Mart: F&L	30000	9748	20252	32.49%
Dial-A-Mart: L&T	25000	45938	-20938	183.75%
Elderly & Handicap:				
Fitchburg	18500	19601	-1101	105.95%
Leominster	17500	20939	-3439	119.65%
Gardner	35000	33152	1848	94.72%
Ayer	15000	9004	5996	60.02%
Ashburnham	12500	10866	1634	86.93%
Lancaster	12500	7867	4633	62.94%
Sterling	20000	17029	2971	85.14%
Hubbardston	11000	7675	3325	69.78%
Littleton	35000	24650	10350	70.43%
Royalston	10000	0	10000	0.00%
Winchendon	10000	0	10000	0.00%
Templeton	13000	7188	5812	55.29%
Insurance				
Buses	60000	65616	-5616	109.36%
Vans	55000	55616	-616	101.12%
Prop./Liab./Other	24500	25443	-943	103.85%
B. Administration				
Advt. & Promotion	25000	26796	-1796	107.19%
Printing	5000	8514	-3514	170.27%
Office Contr. MRPC	55000	60000	-5000	109.09%
Staff Contr. MRPC	50000	45000	5000	90.00%
MART Staff	55000	55819	-819	101.49%
Staff Insurance	8500	8593	-93	101.10%
Legal	12000	9443	2557	78.70%
Audit/Accountant	15000	17036	-2036	113.58%
Interests/Expendtr	90000	71324	18676	79.25%
Office Supplies	3500	1142	2358	32.63%
Sm Equipment Purch	12500	12724	-224	101.79%
Staff Travel	500	101	399	20.12%
Meeting place expn.	1500	1419	81	94.60%
Training/Conference	2000	430	1570	21.49%
Other	6500	5902	598	90.80%
Other: Tel.&Rent etc.	14500	12004	2496	82.79%
Intermodal Expenses	117000	119020	-2020	101.73%
Intermodal Security	22500	28518	-6018	126.74%
C. Commuter Rail				
Parking Rental	5250	3105	2145	59.15%
Snow Removal	8250	7448	802	90.28%
Stn. Lights	2500	231	2269	9.26%
Promotion	500	0	500	0.00%
Municipal Spl. Req	1250	0	1250	0.00%
Other	2750	0	2750	0.00%
Total all expend.	2377500	2556387	-178887	107.52%

Budget Items	Budget Total	Total \$Expendtr	Balance Budget Expendtr	Percent Budget Spent
Anticipated Revenue				
Fixed Rt. Fitch&Leom:				
Fare Box	197500	144058	-53442	72.94%
School: Pass/tkt	70000	60553	-9447	86.50%
MART pass/mo-wkl	23500	37465	-13965	159.43%
Sterling	7000	6267	-733	89.53%
Athol	25000	32422	-7422	129.69%
Bus & Train Sales	10500	8959	-1541	85.32%
Fixed Rt. Gardner:				
Fare Box & Pass	27500	25084	-2416	91.22%
College (MWCC)	7500	8288	-788	110.51%
E & H : F&L	1250	1654	404	132.32%
Dial-A-MART:				
Day Care	70000	36821	-33179	52.60%
Head Start	79500	68141	-11359	85.71%
Mass. Rehabilitation	40000	31230	-8770	78.08%
Dept. of Welfare	90000	76851	-13149	85.39%
Elderly Nutrition	5000	745	-4255	14.90%
Early Intervention	15000	21262	-6262	141.74%
Mont. Home				
Care Corp.	30000	31473	1473	104.91%
Gard V N A	10000	17960	-7960	179.60%
Leom. High Sch.	3500	7919	-4419	226.26%
CRAAB	1000	489	-511	48.87%
Fare Box	5000	1407	-3593	28.14%
Other	15500	3216	-12284	20.75%
Elderly & Handicap:				
Fitchburg	2500	2162	-338	86.48%
Leominster	2500	2168	-332	86.70%
Gardner	3500	3038	-462	86.81%
Ayer	1500	2187	-687	145.81%
Ashburnham	1000	1768	-768	176.8%
Lancaster	1000	957	-43	95.73%
Sterling	0	0	0	0.00%
Hubbardston	500	292	-208	58.40%
Littleton	1000	593	-407	59.30%
Royalston	500	0	-500	0.00%
Winchendon	500	0	-500	0.00%
Templeton	250	0	-250	0.00%
Other Income:				
Interest Incm	30000	34350	4350	114.50%
Property Incm	100000	115551	15551	115.55%
Federal Reimburse:				
Urbanized-oper	258720	308000	49280	119.05%
Rural-Sec. 18	67200	70998	3798	105.65%
Municip. Assessment:	406512	329271	-77241	81.00%
State Contr.	813025	585000	-228025	71.95%
DEA	20000	0	-20000	0.00%
Access Imp. Program:	20000	0	-20000	0.00%
Other:				
Other	5000	781	-4219	15.62%
Advertisement	12500	8678	-3822	69.42%
Escrw.a/c/non. Fed	42000	34461	-7539	82.05%
Total all Revenue	2523957	2122518	-401439	84.09%

Budget Items	Budget Total	Total \$Expendtr	Balance Budget Expendtr	Percent Budget Spent
Capital Exp. Local				
BAT-principle	6000	6576	-576	109.60%
BAT-interest	4500	3535	965	78.55%
Mart-princip-225K	25000	25000	0	100.00%
Mart-intr-225K	17500	15312	2188	87.50%
Rental -9.vans	70000	83441	-13441	119.20%
Local Share				
Intermodal	2500	791	1709	31.64%
Garage Local	10000	33415	-23415	334.15%
EOTC-Vans	15000	54739	-39739	364.93%
Radio etc.	2500	0	2500	0.00%
4-Station Wagons	45000	87480	-42480	194.40%
Capitol Int Exp	18957	44173	-25216	233.02%
Bank & Bond Fees	7500	6350	1150	84.67%
Fed & State Share				
Intermodal		3619	-0	100.01%
Garage Local		133077	0	100.00%
EOTC-Vans		219166	88034	71.34%
Radio etc.		0	0	0.00%
Total Capital Exp.		716674	-48321	107.23%

Audit

STATEMENT OF PROJECT COST AND CONTRACT ASSISTANCE

For the Year Ended June 30, 1986

Cost of service in excess of revenue	\$2,195,763	Add:	
Less depreciation	<u>370,413</u>	Ineligible costs for Federal operating assistance	279,361
Reimbursable expenses	<u>1,825,350</u>	Appropriation for state and local share of capital expenditures	
		Payments made on long-term debt	<u>25,000</u>
Costs ineligible for Federal operating assistance:			
Interest on long-term debt	4,570		<u>304,361</u>
Interest on transportation bond	14,671		
Excess of cost over revenue:		Net cost of service	<u>1,472,350</u>
Ticket agency	1,457		
Dial-A-Mart	<u>258,663</u>	State contract assistance:	
		Chapter 161B	825,000
		Department of Elder Affairs	20,000
		Accessibility Improvement Program	<u>20,000</u>
Expenses eligible for Federal operating assistance	<u>1,545,989</u>		<u>865,000</u>
Federal Operating Assistance - Section 9	308,000	Net cost of service assessable to the cities and towns constituting the Authority	607,350
- Section 18	<u>70,000</u>		
		Less net cost of service not assessed	<u>125,000</u>
		Net cost of service assessed	<u>\$ 482,350</u>

Balance Sheet

ASSETS

Current assets:	
Cash and cash investments	\$ 117,140
Receivables for operating assistance:	
U.S. Department of Transportation	75,410
Commonwealth of Massachusetts	1,356,127
Receivable for capital grant:	
U.S. Department of Transportation	45,102
Receivable from Commonwealth	
of Massachusetts	13,152
Other assets	267,138
Total current assets	<u>1,874,069</u>
Receivable from Commonwealth	
of Massachusetts	32,551
Transportation property	
Less accumulated depreciation	4,403,632
	<u>1,219,585</u>
	<u>3,184,047</u>
	<u>\$5,090,667</u>

LIABILITIES

Current liabilities	
Revenue anticipation notes	\$1,520,000
Bond anticipation notes	321,850
Grant anticipation notes	270,946
Current maturities of transportation bond	25,000
Current maturities of notes payable	13,152
Accounts payable and accrued expenses	199,005
Accrued interest	87,670
Amounts due to operators	8,479
Total current liabilities	<u>2,446,102</u>
Transportation bond payable, less	
current maturities	125,000
Notes payable, less current maturities	<u>32,551</u>
Capital grants	
Less accumulated amortization	157,551
	<u>3,379,287</u>
	<u>937,045</u>
	<u>2,442,242</u>
Reimbursed cost of service	
Unreimbursed cost of service	169,772
	<u>(125,000)</u>
	<u>44,772</u>
	<u>\$5,090,667</u>

Allocation of Net Cost of Service to Municipalities

For Year Ended June 30, 1986

	Fixed Service Net Loss	Operators' Net Cost of Special Service	Total	Adminis- trative	Reimburse- ment from Federal Government	Commuter Rail	Capital Expenditures Funded	Dial- A- Mart	Net Cost of Service	Chapter 161B	Depart- ment of Elder Affairs	Access- sibility Improve- ment Program	Net Cost of Service not Assessed	Assessment
Fitchburg	\$387,031	\$ 12,553	\$ 399,584	\$163,956	\$147,857	\$ 3,395	\$ 8,814	\$ 98,265	\$ 526,157	\$297,987	\$	\$ 8,798	\$ 37,372	\$182,000
Leominster	377,489	18,511	396,000	162,030	146,411	2,500	8,709	96,631	519,459	292,744		11,202	36,513	179,000
Gardner	190,526	25,745	216,271	87,752	55,926	2,018	5,260	37,979	293,354	162,742	10,805		50,307	69,500
Ayer	7,949	7,321	15,270	6,705	4,042	4,105	463	4,458	26,959	13,758	3,072		2,129	8,000
Lancaster		6,898	6,898	3,303	2,676		158	1,999	9,682	5,577			105	4,000
Sterling	5,452	15,608	21,060	8,447	7,742		458	5,843	28,066	16,165			151	11,750
Ashburnham		8,718	8,718	3,911	3,314		196	2,554	12,065	6,949			116	5,000
Hubbardston		7,401	7,401	3,471	2,000		187	2,119	11,178	4,849	3,106		(577)	4,000
Shirley						234	5	38	277	160			17	100
Littleton		24,043	24,043	9,027	6,084		568	6,715	34,269	19,738			31	14,500
Templeton		7,188	7,188	3,400	1,948		182	2,062	10,884	4,531	3,017		(1,164)	4,500
	<u>\$968,447</u>	<u>\$133,986</u>	<u>\$1,102,433</u>	<u>\$452,002</u>	<u>\$378,000</u>	<u>\$12,252</u>	<u>\$25,000</u>	<u>\$258,663</u>	<u>\$1,472,350</u>	<u>\$825,000</u>	<u>\$20,000</u>	<u>\$20,000</u>	<u>\$125,000</u>	<u>\$482,350</u>

Net Cost of Service for State Operating Assistance

For Year Ended June 30, 1986

	Urbanized Area Service	Rural Area Service	Total		Total
Operating expenses (exclusive of depreciation)	\$2,144,121	\$537,623	\$2,681,744	Capital expenditures and ineligible Federal expenses:	
Farebox revenue	505,808	102,121	607,929	Interest on obligations of state and local communities	19,241
Federal operating assistance	308,000	70,000	378,000	Excess of cost over revenue - Dial-A-Mart	258,663
Interest on obligations of state and local communities	15,322	3,919	19,241	Excess of cost over revenue - ticket agency	1,457
Interest income	53,027	13,565	66,592	Payments on long-term debt	25,000
Rent income	114,634		114,634		
Dial-A-Mart	205,330	53,333	258,663		
Ticket agency income	54,703	13,993	68,696		304,361
	1,256,824	256,931	1,513,755	Net cost of service	\$1,472,350
Operating deficit subject to state and local reimbursement	\$ 887,297	\$280,692	\$1,167,989	Net cost of service:	
				State share:	
				Executive Office of Transportation and Construction	\$ 845,000
				Department of Elder Affairs	20,000
					865,000
				Local share	482,350
				Cost of service not assessed	125,000
					\$1,472,350

MART Maintenance & Storage Facility



The awarding of a \$2.8 million Section 3 federal grant from the Urban Mass Transportation Administration this year makes it possible for the Montachusett Regional Transit Authority to begin work on its new bus maintenance & storage facility. Receipt of the grant allowed the Authority to start the bidding process in July. The new facility, which will be under construction for approximately twelve months, is slated to accommodate twenty buses and twenty vans, as well as MART's new administrative offices.

MART Intermodal Facility



The Montachusett Regional Transit Authority opened its Intermodal Facility in January 1986. Dial-A-MART, fixed route MART buses, commuter rail, and Trailways intercity bus services are all functioning out of the Intermodal Center. In late April MART & MRPC moved their administrative offices to the center. Future work at the facility will involve the construction of two commuter rail platforms, installation of guardrails and fencing, and installation of commuter train lollipop signs.

MA
LANN
Montachusett Regional Transit Authority
100 Main Street
Fitchburg, MA 01420

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ANNUAL REPORT

FY 1987



Montachusett
Regional
Transit Authority



A



(A) Left to Right: U. S. Congressman Edward Boland, Leominster Mayor Richard Girouard, and State Representative Angelo Piccucci share stories at the MART ground-breaking ceremony.

B



(B) Left to Right: Region I Administrator Richard Doyle of the Urban Mass Transportation Administration listens on as Executive Office of Transportation and Construction Secretary Frederick Salvucci stresses a point at MART's ground-breaking.

(C) One of eleven GMC-RTS buses used on MART's Fitchburg and Leominster fixed routes.

(D) MART Administrator Mohammed Khan takes the podium, addressing the gathering at the ground-breaking.



D



Table of Contents

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Dial-A-Mart Service	5
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Financing the Operation	7
Capital Construction Project	8
Private Enterprise Participation	8
Balance Sheet	9
Allocation of Net Cost of Service to Municipalities	10
Net Cost of Service for State Operating Assistance	11

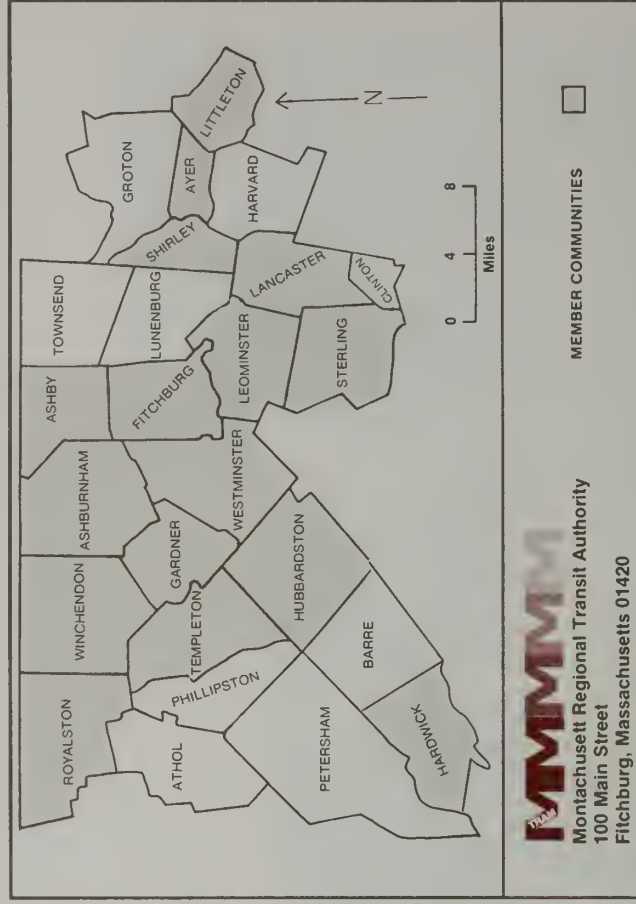
Advisory Board Members

Community

Fitchburg
 Leominster
 Gardner
 Ashburnham
 Shirley
 Ayer
 Lancaster
 Sterling
 Hubbardston
 Royalston
 Littleton
 Winchendon
 Ashby
 Templeton
 Westminster
 Hardwick
 Fort Devens

Member

Mayor Bernard Chartrand (Chairman)
 Mayor Richard Girouard (Vice-Chairman)
 Mayor Alan Agnelli
 Elaine McCarthy, Mark Rees
 Richard Hatch
 Jeffrey Hull
 Frank Mitchell
 Arthur McLean
 Theodore Curtis
 William Clark
 Charles Sumner, Greg Balukonis
 Sheila Donofrio
 Richard Moakley
 Walter Rolf
 Joseph Folske, Irene Kamila
 Andrew Swistak
 Mark Steedle (non-voting member)



Administrator's Letter

The wait is finally over after more than three years of planning, designing and worrisome delay, construction has begun on the MART's 38,000 square foot storage and bus maintenance facility. We are very grateful to Congressman Edward Boland, State Secretary Frederick Salvucci, UMTA Regional Administrator Richard Doyle and our own elected officials for taking time from their busy schedule to attend our groundbreaking ceremony. On October 24, 1986 the groundbreaking ceremony took place and in addition to the above was attended by State Senators and Representatives, mayors and other local public officials and most importantly of all the general public.

U.S. Congressman Edward Boland in his keynote speech stated "bus transportation is the most important means of transportation for those who are in the middle or low income bracket, the elderly and commuters. Without this kind of program these people could not move from one place to another."

He applauded the role of the local elected officials for their dedication and commitment to public transportation in the Montachusett Region.

The bids for the construction of the bus maintenance facility were opened on August 27, 1986. Eastern General Contractors of Springfield was the low bidder with \$3.9 million. It was stiff competition for this project and there were three other bidders that were only a few hundred thousand dollars apart. When the construction started discovery of oil and tainted soil was made which had to be removed in accordance with the strict environmental requirements layed down by the Department of Environmental Quality Engineering. MART is very proud that its engineers and contractors made an excellent effort not only to deal with the environmentally sensitive problems at the highest professional level by removing some of the materials, treating the rest and reusing some of the oil in our own buses which ultimately helped to reduce the overall cost of the cleanup. The project is very much underway and we anticipate occupancy in early 1988.

Last year the town of Westminster joined MART and this year Hardwick

joined which indicates the popularity of the transit authority to the local municipalities which now extends from Littleton in the east to Hardwick in the west along the Route 2 corridor.

MART consolidated its fixed route operation and introduced at the request of Mayor Girouard of Leominster a special industrial service for industrial workers in the Fitchburg and Leominster area from the Athol and Gardner area.

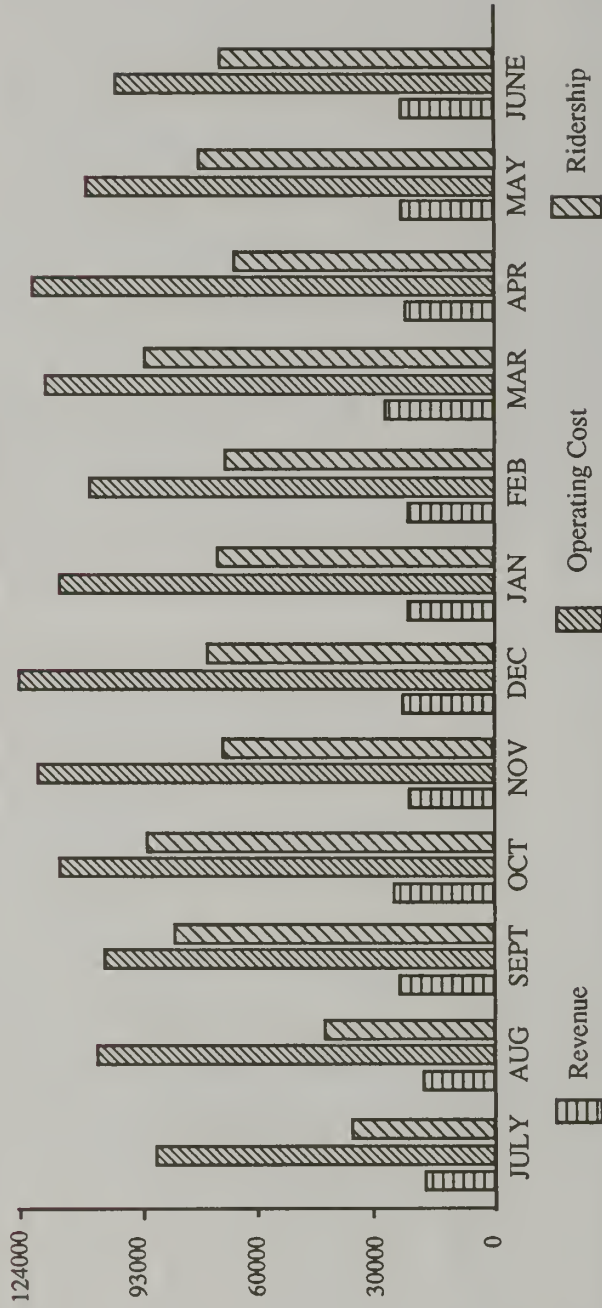
The Dial-A-MART program is designed for the elderly, handicapped and economically deprived population of our region in cooperation with various government and social service agencies. At the present time we are using over 40 vans and station wagons to make this program a success. The Montachusett Opportunity Council a lead social service agency for the area is working closely with MART for the implementation and the operation of this program.

Finally, MART is working in cooperation with the MBTA for the creation of a commuter train platform in Fitchburg in conjunction with MART's Intermodal Facility which has already started to attract local public transit operations, provides intercity bus service and elderly and handicapped van services under one roof. MART is aggressively working with the MBTA not only to create a new platform at this site but also to create a park and ride facility for approximately 80 commuters. The Intermodal Facility has been given priority by Mayor Chartrand of Fitchburg to be an important element in Fitchburg's Lower Main Street revitalization process with assistance from the DPW. The City will improve the entire Lower Main Street area where the Intermodal Facility is located. This improvement will mean a dedicated access for MART buses and intercity buses to the Intermodal Center, additional municipal parking and an improved atmosphere for pedestrians and nearby college students to avail themselves to the public services.

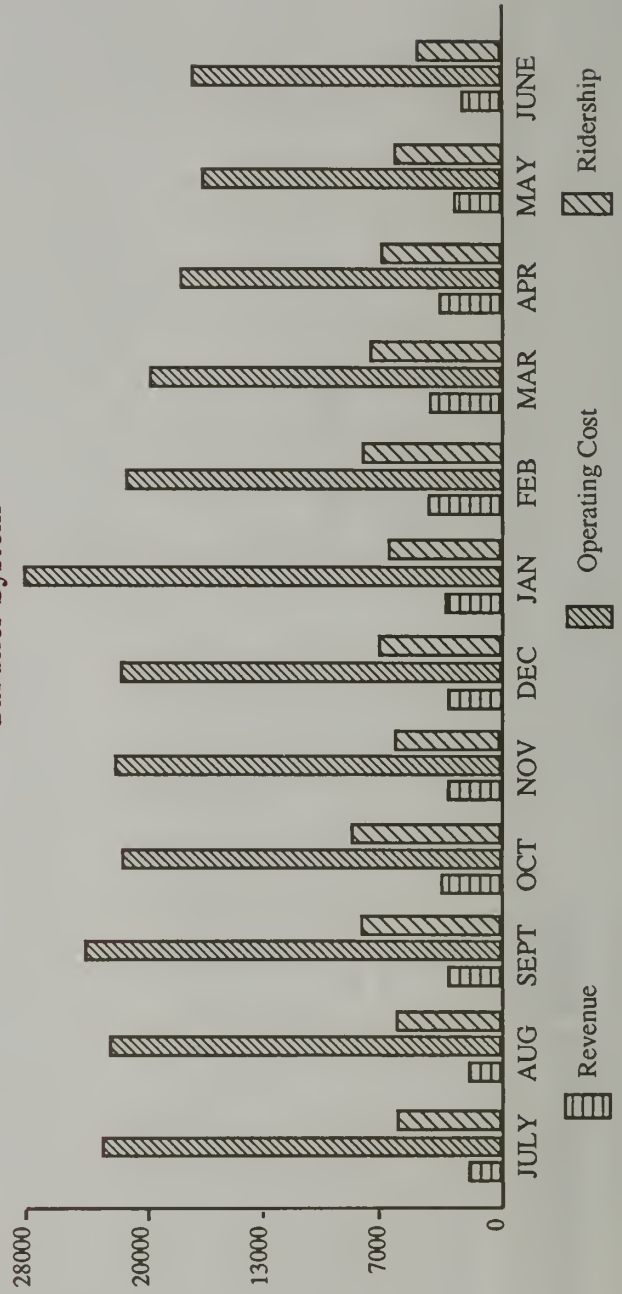
Mohammed H. Khan
Administrator

Fixed Route Service

Fitchburg/Leominster System



Gardner System



Dial - A - Ride Service

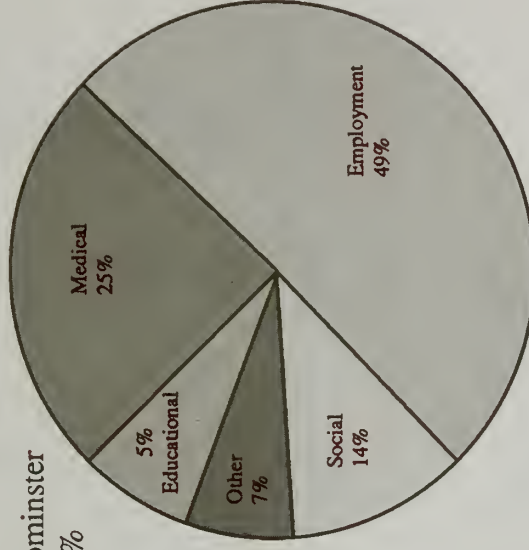
Elderly / Handicapped Service Provided through Councils on Aging

Community	Ridership	Revenue	Operating Cost	Wheelchair Bound Riders
Ashburnham	1677	1521	13,237	1
Ayer	3835	1986	12,736	0
Fitchburg	5257	2415	19,785	400
Gardner	7851	2746	35,887	361
Hubbardston	3758	493	14,497	1
Lancaster	2391	1421	10,310	0
Leominster	4950	1858	22,400	6
Littleton	1373	607	23,308	46
Sterling	6541	*	22,677	0
Templeton	1563	*	13,660	3
Westminster	2788	803	13,225	0

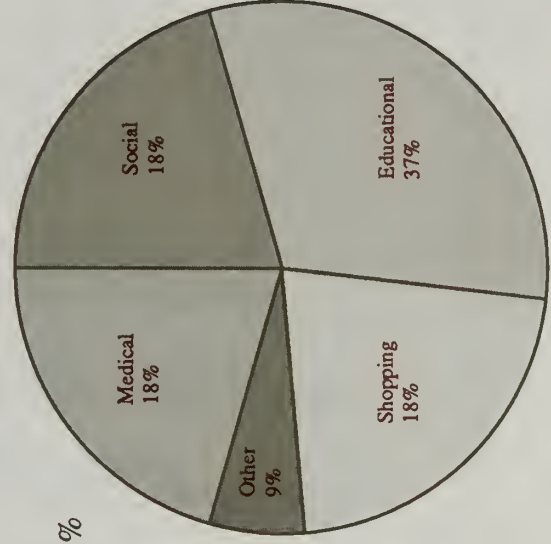
* No farebox revenue collected

Fixed Route Special Handicapped Service

Fitchburg/Leominster
Trip Purpose %

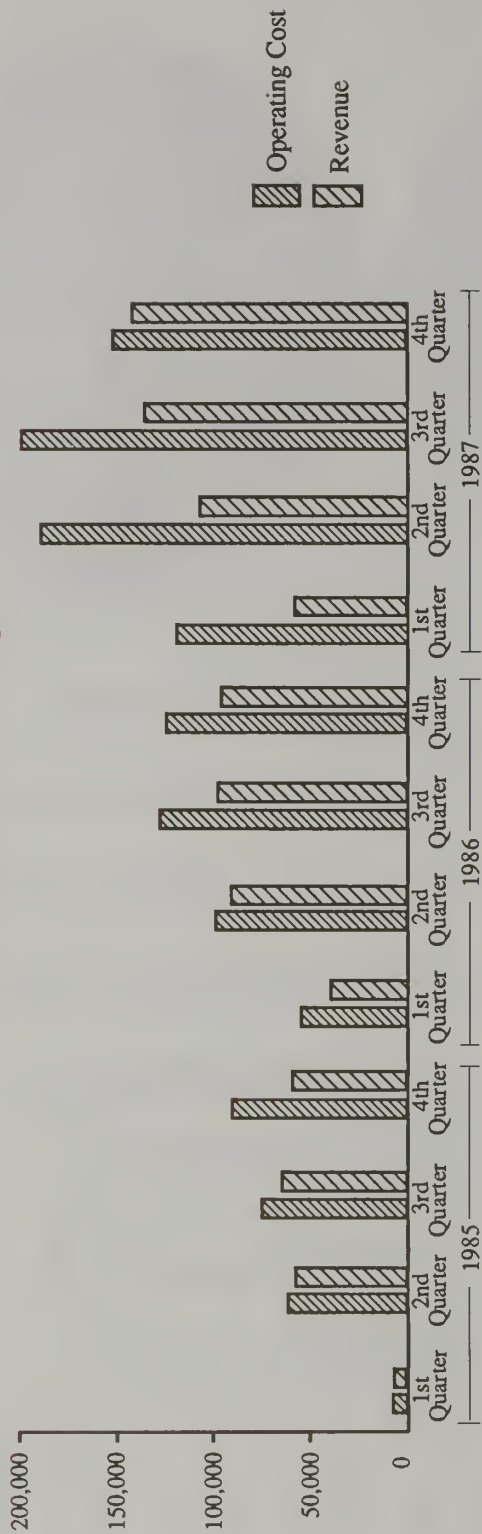


Gardner
Trip Purpose %



Dial - A - MART Service

Elderly, Handicapped, Disadvantaged Service in the Montachusett Region

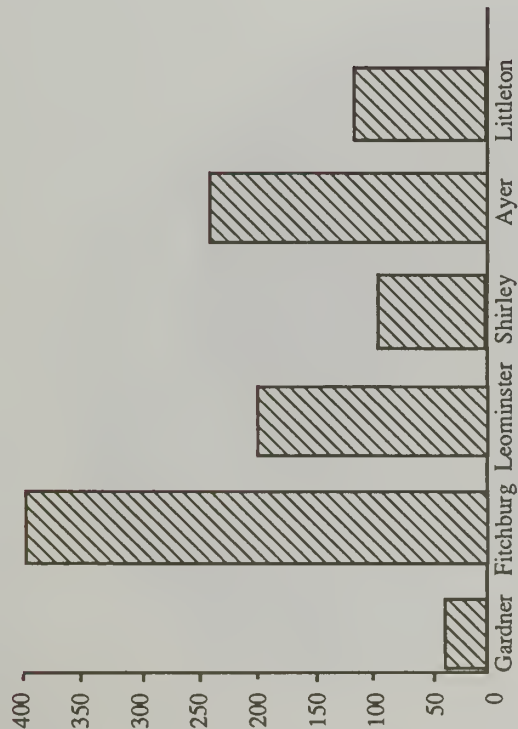


Agency Trip Summary

Agency	Total Hours	Total Miles	Handicap	Elderly Wheelchair	Regular	Handicap	Non-Elderly Wheelchair	Regular	Total One Way Trips	Average Unduplicated Clients/Mo.
Aetna Life and Casualty	200	4224				91			91	1
Caps Collaborative	3	54				40	4	11760	44	22
Catholic Charities	1736	19343						338	11760	48
Childrens Aid and Family	178	3046							338	2
CRAAB	65	440	8	12		90	27	21762	137	7
Day Care	2443	45825						210	21762	55
Dept. of Public Health-Fitchburg	1719	44368				2235		210	2445	28
Dept. of Public Health-Gardner	517	13609			196	595		515	1120	19
Dept. of Public Welfare	5670	104600	270	20		1540	10	1419	3455	65
F.L.A.C. Collaborative	7	39				36	16		52	13
Fitchburg Schools Special Ed	1224	37585				345		2	347	2
Gardner Recreation	69	860						1955	1955	52
Gardner Schools Special Ed	619	19253				281	59		340	3
Gardner Visiting Nurses	1270	17637	202	106	3386	162	530	72	4458	13
General Public	16	261	46		121	69	3	118	357	13
Headstart	5024	81080				7501		67517	75018	265
International Rehabilitation	25	387				12			12	1
Leominster High Sch Spec Ed	600	13729				443			443	2
Mass Commission for Blind	31	488				46			46	4
Mass Rehabilitation Commission	1832	44074				219	853		1072	5
MOC Nutrition	171	504							682	114
Montachusett Home Care Corp	1984	34333	973	255	682			168	1857	34
North Central Human Services	93	2146			497	317		46	363	10
Three Pyramids	174	2652						970	970	17
Other	121	2179	30	16	2490	144		133	2813	113
ANNUAL TOTALS	25791	492716	1529	409	7372	14166	1502	106985	131937	N/A

Commuter Rail Service

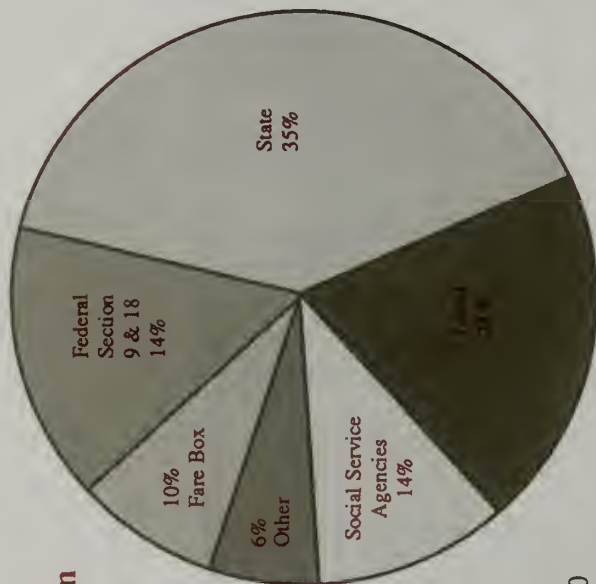
Weekday Riders by Station
in the Montachusett Region*



* MBTA Audit Figures based on Weekday Peak Hour Riders 4/2/87

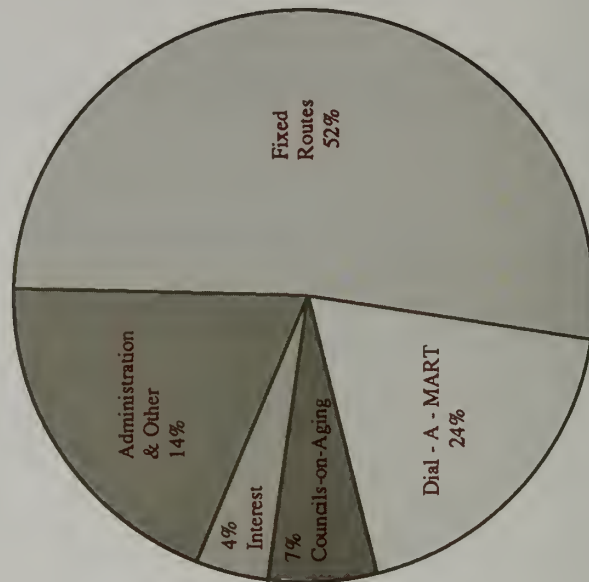
Financing the Operation

Where it comes from



\$2,978,020

Where it goes

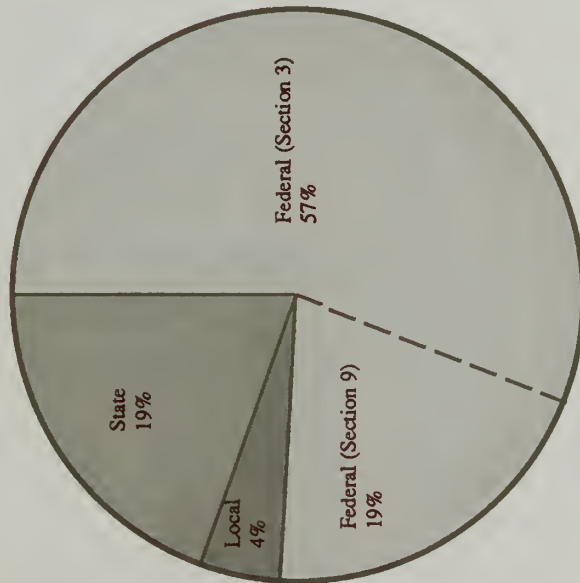


\$2,978,020

Capital Construction Project

Private Enterprise Participation

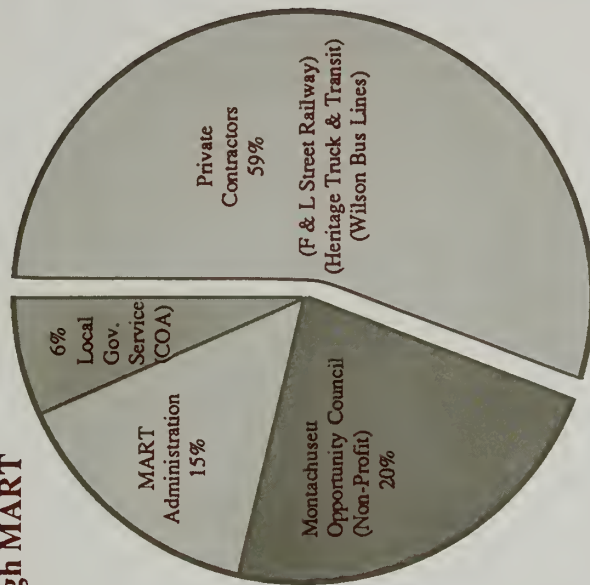
MART Storage/Maintenance Facility



Total Cost	\$5,096,395
Federal Share	\$3,883,776
State Share	\$ 989,000
Local Share	\$ 223,619

- June 1984 - Acquisition of Property
- January 1985 - Architectural & Engineering Design
- October 1986 - Construction Started
- May 1988 - Estimated Completion Date

Contractors Providing Transit Service through MART



(F & L Street Railway)
(Heritage Truck & Transit)
(Wilson Bus Lines)

Balance Sheet

Assets	
Current assets:	
Cash	\$266,833
Receivables for operating assistance:	
U.S. Department of Transportation	88,881
Commonwealth of Massachusetts	1,704,992
Receivables for capital grants:	
U.S. Department of Transportation	196,353
Commonwealth of Massachusetts	144,435
Receivable from Commonwealth of Massachusetts	6,576
Other assets	<u>293,181</u>
Total current assets	<u>2,071,251</u>
Receivable from Commonwealth of Massachusetts	<u>25,975</u>
Transportation property	6,118,478
Less accumulated depreciation	<u>1,639,251</u>
	<u>4,479,227</u>
	<u>\$7,206,453</u>

Liabilities and Reimbursed Cost of Service	
Current liabilities:	
Revenue anticipation notes	\$2,005,000
Bond anticipation notes	321,850
Grant anticipation notes	357,351
Current maturities of transportation bond	25,000
Current maturities of notes payable	6,576
Accounts payable and accrued expenses	524,697
Accrued interest	94,215
Amounts due to operators	<u>46,013</u>
Total current liabilities	<u>3,380,702</u>
Transportation bond payable, less current maturities	100,000
Notes payable, less current maturities	<u>25,975</u>
	<u>125,975</u>
Capital grants	4,879,275
Less accumulated amortization	<u>1,245,804</u>
	<u>3,633,471</u>
Reimbursed cost of service	66,305
Unreimbursed cost of service	<u>—</u>
	<u>66,305</u>
	<u>\$7,206,453</u>

Allocation of Net Cost of Service to Municipalities

For Year Ended June 30, 1987

	Operators'		Authority's				Prior year's			Reimbursement from Commonwealth of Massachusetts							
	Fixed service net loss	net cost of special service	Total	Administrative	Reimbursement from Federal government	Reimbursement net cost of ticket agency	Net interest expense	Net other income	Commuter rail	Capital expenses funded	Dial-A-Mart	net cost of service assessed	Net cost of service	Chapter 161B	Department of Elder Affairs	Accessibility improvement program	Assessment
Fitchburg	\$480,687	17,370	498,057	152,132	155,889	938	43,467	60,287	538	16,040	95,452	37,372	627,820	358,583	-	35,793	233,444
Leominster	461,853	20,542	482,395	147,930	151,022	909	42,128	58,403	1,250	15,745	92,740	36,513	610,185	348,446	-	34,802	226,937
Gardner	168,099	33,141	201,240	68,135	63,068	370	16,493	23,673	-	3,696	39,142	50,307	292,642	156,001	15,767	28,662	92,212
Ayer	9,853	10,750	20,603	9,776	8,368	41	1,943	3,140	5,629	490	5,196	2,129	34,299	19,561	2,092	1,933	10,713
Lancaster	-	8,889	8,889	5,642	3,200	20	861	1,239	-	194	2,153	105	13,425	7,903	-	-	5,522
Sterling	1,841	21,042	22,883	14,718	8,759	52	2,338	3,363	-	532	5,484	151	34,036	20,075	-	1,210	12,751
Ashburnham	-	11,716	11,716	7,163	4,092	24	1,099	1,581	-	248	2,811	116	17,504	10,311	-	-	7,193
Hubbardston	-	14,004	14,004	7,493	4,565	27	1,187	1,707	-	268	3,221	(577)	19,351	11,784	1,141	-	6,426
Shirley	-	-	-	366	119	-	20	51	246	7	89	17	575	334	-	-	241
Littleton	-	22,701	22,701	14,614	-	45	2,041	2,929	-	460	7,120	31	44,083	26,057	-	-	18,026
Templeton	-	13,269	13,269	6,006	3,999	23	1,041	1,496	-	234	2,907	(1,164)	16,821	10,635	1,000	-	5,186
Westminster	-	12,422	12,422	6,311	3,915	24	1,054	1,517	-	238	2,819	-	17,436	10,310	-	-	7,126
	\$ 1,122,333	185,846	1,308,179	440,286	406,996	2,473	113,672	159,386	7,663	38,152	259,134	125,000	1,728,177	980,000	20,000	102,400	625,777

Net Cost of Service for State Operating Assistance

FOR YEAR ENDED JUNE 30, 1987			
	Urbanized area service	Rural area service	Total
Operating expenses (exclusive of depreciation)	\$ 2,321,402	679,883	3,001,285
Year ended June 30, 1986 unassessed net cost of service	124,192	808	125,000
Farebox revenue	584,660	134,395	719,055
Federal operating assistance	326,996	80,000	406,996
Interest on obligations of state and local communities	13,497	2,702	16,199
Interest income	13,011	3,390	16,401
Rental income	126,441	32,945	159,386
Dial-A-Mart	201,549	57,585	259,134
Ticket agency	108,832	28,063	136,895
	1,374,986	339,080	1,714,066
Operating deficit subject to state and local reimbursement	\$ 1,070,608	3411,611	1,412,219
Capital expenditures and ineligible Federal expenses:			
Interest on obligations of state and local communities			16,199
Excess of cost over revenue - Dial-A-Mart			259,134
Excess of cost over revenue - ticket agency			2,473
Payments on long-term debt			38,152
			315,958
Net cost of service			\$ 1,728,177
Net cost of service:			
State share:			
Executive Office of Transportation and Construction			1,082,400
Department of Elder Affairs			20,000
			1,102,400
Local Share			625,777
			\$ 1,728,177

E



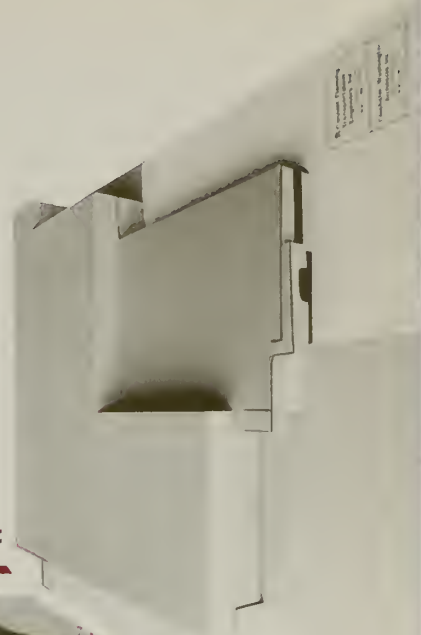
F



G



H



(E) A century-old structure, this former MART garage was once a street car barn.

(F) The former garage demolition marks the beginning of a new era for MART.

(G) State and local officials put their backs into the official MART groundbreaking. Left to Right: Leominster Mayor Richard Girouard, EOTC Secretary Frederick Salucci, State Representatives George Bourque and Chester Suhsoski, U.S. Congressman Edward Boland, Fitchburg Mayor Bernard Chartrand, State Representative Angelo Piccucci, State Senator Mary Padula, and UMTA Region I Administrator Richard Doyle.

(H) Prepared by the architectural firm of Chisholm Washington, this model shows MART's planned storage/maintenance facility.

Montachusett Regional Transit Authority



MONTACHUSETT AREA REGIONAL TRANSIT
100 Main Street, Fitchburg, MA 01420 617-345-7711

PLACE
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ANNUAL REPORT 1988



MART
MONTACHUSETT
REGIONAL
TRANSIT AUTHORITY

A



(A) Milton Boyle, retired F&L bus operator receives plaque and applause for 50 years of service.

B



(B) Left to Right: Three Mayors, John Deveau of Gardner, Stephen Perla of Leominster and Jeffrey Bean of Fitchburg listen attentively to congratulatory speeches.

C



(C) Left to Right: MART Administrator Mohammed Khan, UMTA Administrator Leonard Braun, Fitchburg Mayor Jeffrey Bean, Leominster Mayor Stephen Perla, State Representative Chester Suhoski, EOTC Secretary Frederick Salvucci, Gardner Mayor John Deveau, and Templeton Representative to MART Walter Rolf take part in ribbon cutting ceremony.



(D) State Representative Chester Suhoski tells humorous anecdote at Grand Opening.

D

ANNUAL REPORT 1988

prepared by

Montachusett Regional Transit Authority
R1427 Water Street
Fitchburg, MA 01420

November, 1988

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ALLOCATION OF NET COST OF SERVICE TO MUNICIPALITIES	10

ADMINISTRATOR'S LETTER

This year was very significant for us because we successfully completed a \$5.8 million garage maintenance facility including administrative offices located on the Fitchburg/Leominster line in place of the old Fitchburg & Leominster Street Railway Company. It was not easy to gain the confidence of the federal and state governments to provide us with 98% of the total expenditures. The bus and van operators and mechanics finally saw an improvement from years of operating out of an inadequate maintenance garage. Everyone is happy and motivated working in our new facility.

"This building is an opportunity for the Montachusett Region to work toward a goal, a dream that is going to be beneficial to so many people today and in the future" said **Ellen DiGeronimo**, Associate Commissioner of the MDPW. Two or three years of work and the dream for a new facility became a reality on June 24, 1988 when we had our Grand Opening. Our three mayors, **Jeffrey Bean** of Fitchburg, **Stephen Perla** of Leominster and **John Deveau** of Gardner were our hosts and welcomed Congressman Chester Atkins, State Transportation Secretary Frederick Salvucci, and UMTA Administrators Leonard Braun and Richard Doyle.

Secretary Salvucci said he remembered the ground breaking ceremony and the old Street Railway barn. "I am very proud of MART's achievement and of the completion of such a modern facility." He also congratulated MART on behalf of Governor Dukakis.

Representing UMTA, **Leonard Braun** said that, "the Federal government is always ready to cooperate with state and local governments to improve public facilities such as this garage. This not only benefits the MART operation, but generates employment and assists the private sector in becoming more effective."

"This is a great day. This is a tremendous facility and a tribute I think to the participation that we've had that's really unique in Massachusetts that all of us could work together - state, federal and local - and make this kind of facility happen," said **Congressman Chester Atkins**. He also applauded the efforts of Congressman Edward P. Boland. "Congressman Ed Boland was one of the people on the Appropriations Committee who kept up the federal commitment to public transit. At a time when people were talking about totally eliminating the federal participation in public transit, Ed Boland was there for us in the Appropriations Committee," he said.

"As we look at this it reminds us of the fact that this area is growing and public transportation is very critical. We have to continue to support public transportation," said **Mayor Perla** of Leominster. **Mayor Bean** of Fitchburg stated that, "This modern facility as we now see it is a reflection of progress in

our cities, we have replaced a 100 year old facility with a new facility that we are very proud of." **Mayor Deveau** of Gardner felt that, "The building symbolizes our concern and dedication to the people of our region, especially those who have contributed to this society in their lifetime but who are not fortunate enough to fully participate in our society in a more meaningful way because of old age.

Representative Chester Suhoski indicated that it was a pleasure to help find appropriate resources to match the federal government requirements and as a member of the General Court he was pleased that MART had demonstrated how effectively resources could be used. He stated, "This facility generates employment on one hand and provides reliable service to the people of our region. This is an example of how a little assistance can do wonders."

Representative George Bourque presented a citation from the Speaker of the House applauding MART's efforts in promoting public transportation in the region especially for the elderly and handicapped population and renewing commuter rail service to Boston.

Senator Padula indicated that she remembered the days when we had to convince the federal government for the justification of funds. It is very important to provide a unique opportunity for the public and private sector to work together.

Senator Wetmore and **Representative Hornblower** also expressed their satisfaction with the garage after taking a tour of the facility. Representatives from **Congressman Boland's** and **Senator Kerry's** office also spoke highly of MART.

In other activities, MART is involved with the Department of Mental Retardation with a transportation program for its clients. This past year MART acquired several new vehicles through the State's Mobility Assistance Program and now serves a region from Hardwick in the West to Littleton in the East along the Route 2 corridor. We are also working aggressively to build a commuter train platform in Fitchburg along with at least a 60 car commuter parking lot in cooperation with the MBTA. We are very grateful to the State for its financial support for our operation in the last few critical years of our expansion.

We welcome all citizens of our region to come and visit us and see the new facility.

Mohammed Khan
Administrator

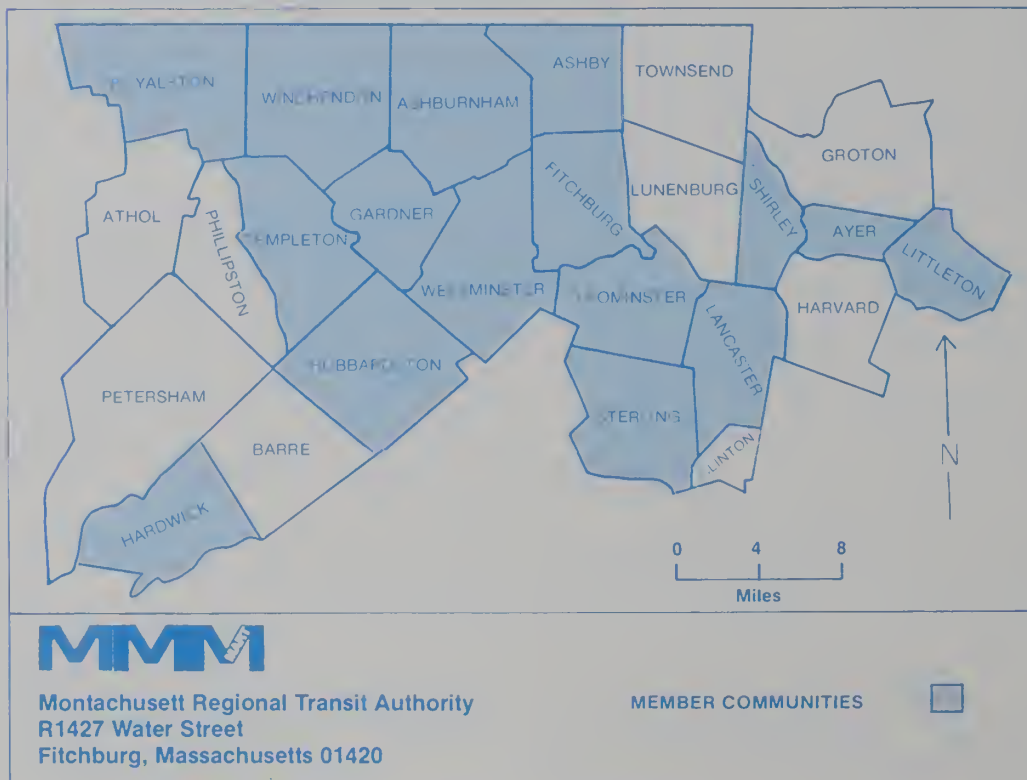
ADVISORY BOARD MEMBERS

COMMUNITY

MEMBER

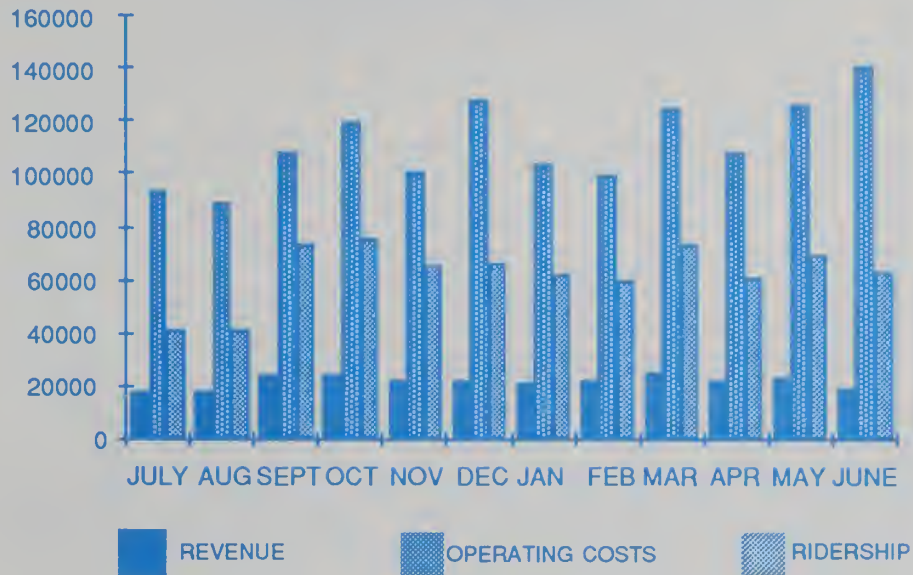
Fitchburg
Leominster
Gardner
Ashburnham
Shirley
Ayer
Lancaster
Sterling
Hubbardston
Royalston
Littleton
Winchendon
Ashby
Templeton
Westminster
Hardwick
Fort Devens

Mayor Jeffrey Bean
Mayor Stephen Perla (Chairman)
Mayor John Deveau (Vice-Chairman)
Mark Rees
Richard Hatch
Stephen Slarskey
Frank Mitchell
Arthur McLean
Theodore Curtis
John Kirkman
Greg Balukinis
Richard Morin Sr.
Leona Sanford
Walter Rolf
Irene Kamila
Andrew Swistak
Mark Steetle (non-voting member)

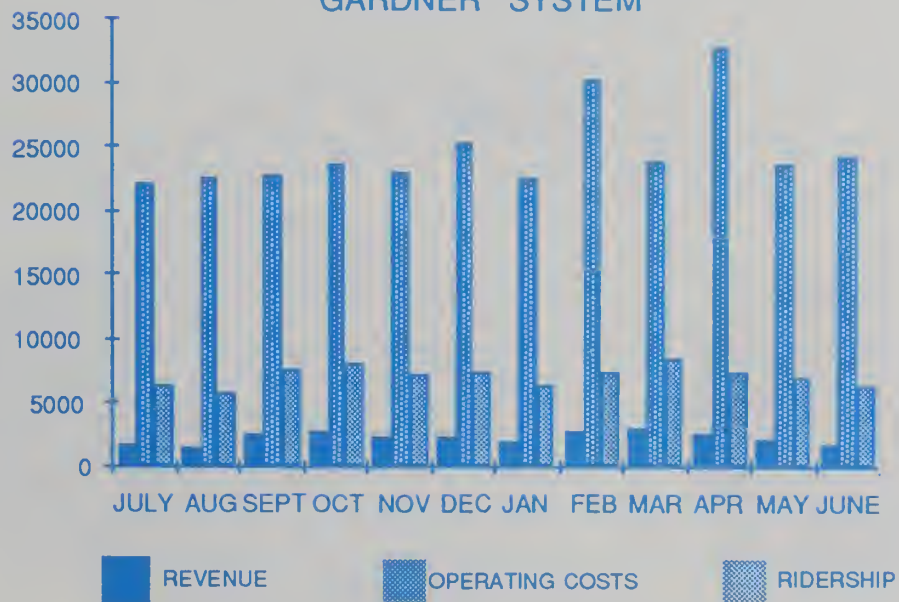


FIXED ROUTE SERVICE

FITCHBURG / LEOMINSTER SYSTEM



GARDNER SYSTEM



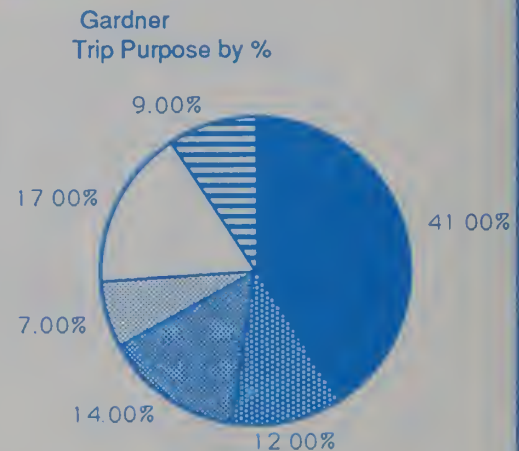
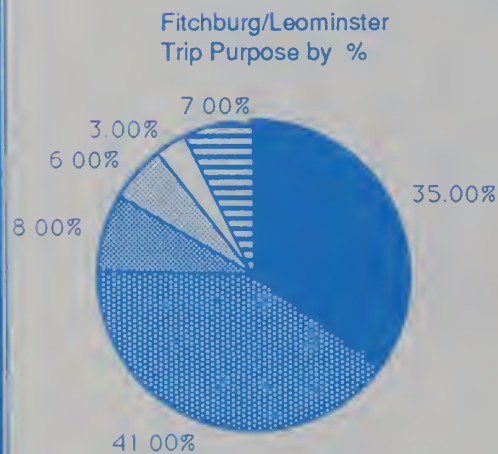
PARATRANSIT

Councils On Aging ELDERLY/HANDICAPPED SERVICE

Community	Ridership	Revenue	Operating Cost	Wheelchair Bound Riders
Ashburnham	1,733	\$1,296	\$9,933	0
Ayer	2,663	\$1,317	\$10,045	0
Fitchburg	9,239	\$3,536	\$26,970	393
Gardner	8,218	\$2,821	\$33,911	168
Hardwick	2,753	\$1,871	\$10,263	79
Hubbardston	2,924	\$286	\$14,938	0
Lancaster	2,035	\$1,513	\$8,276	0
Leominster	6,645	\$2,413	\$20,877	128
Littleton	887	\$392	\$20,086	34
Sterling	4,469	*	\$19,343	0
Templeton	1,330	*	\$6,886	36
Westminster	3,194	\$1,019	\$9,156	2

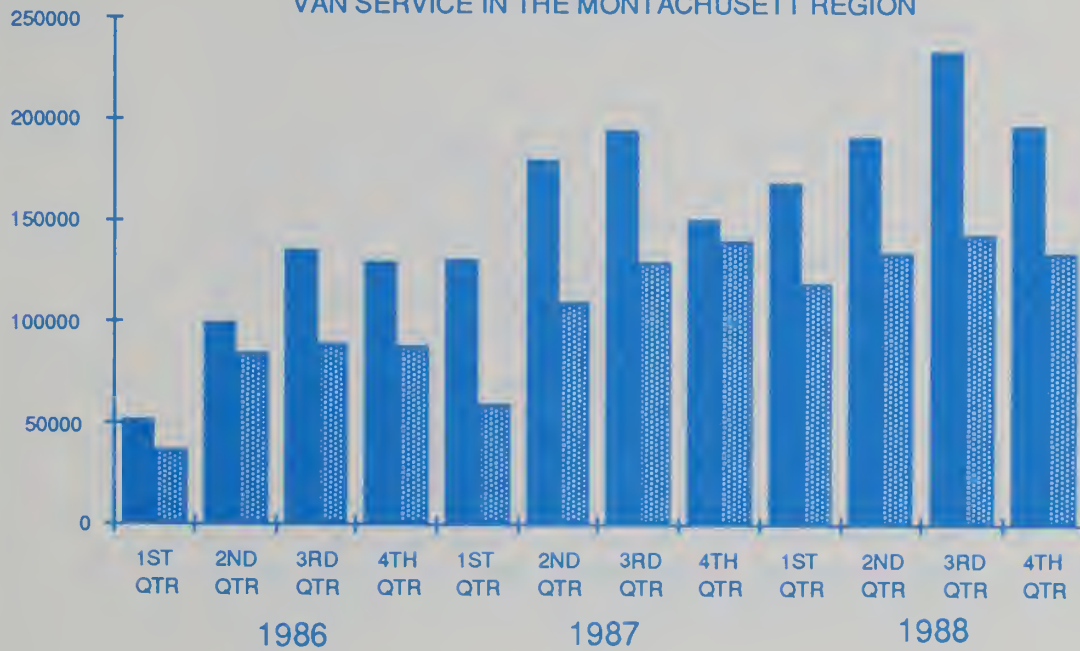
*No farebox revenue collected

Fixed Route Special Handicapped Van Service



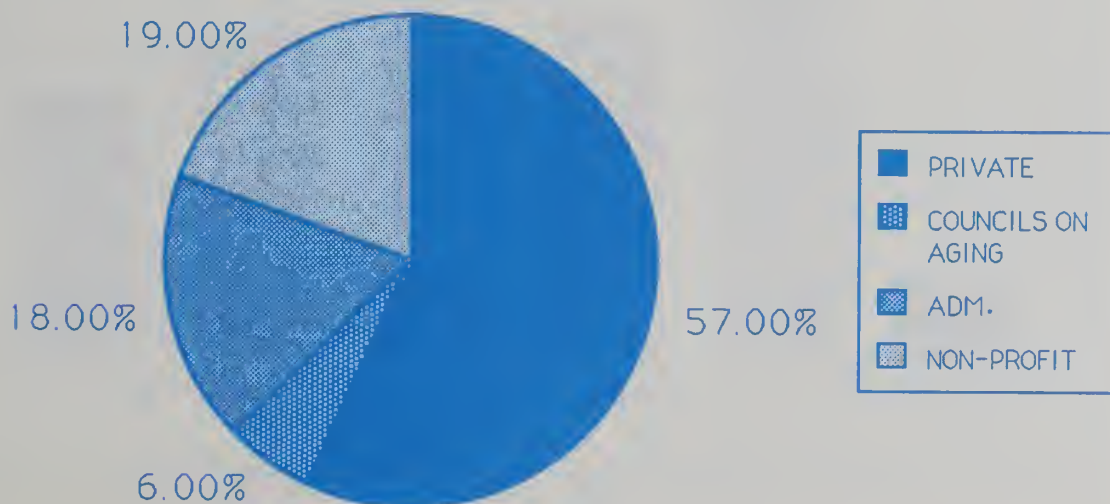
Human Service Agencies

ELDERLY, HANDICAPPED, DISADVANTAGED
VAN SERVICE IN THE MONTACHUSETT REGION



Operating Costs
 Revenue

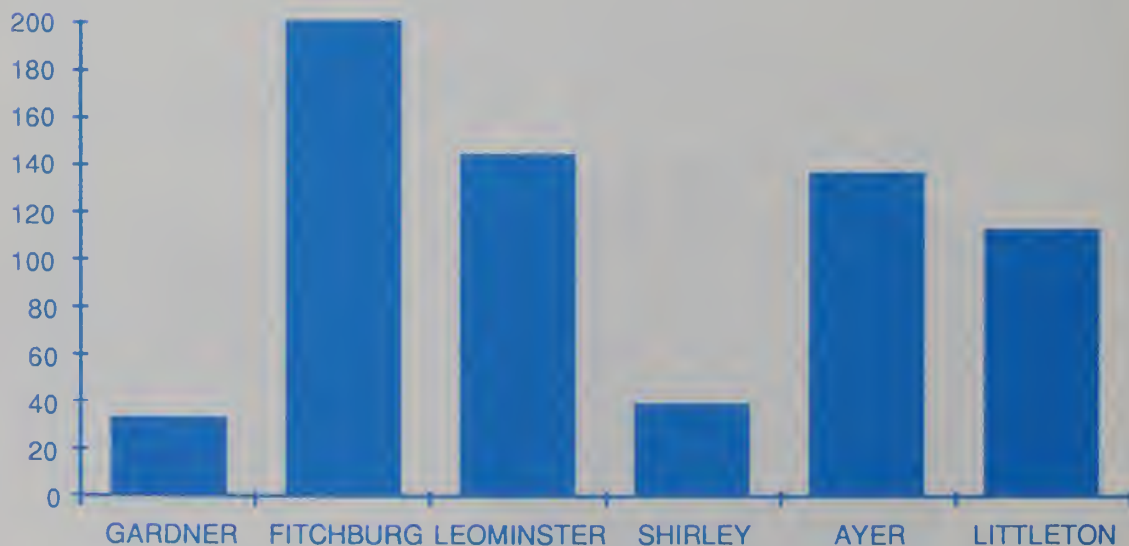
PRIVATE ENTERPRISE PARTICIPATION



COMMUTER RAIL SERVICE

The Montachusett Regional Transit Authority has applied for funding from the Urban Mass Transportation Administration for the rehabilitation of the Intermodal Center and parking facility. The project would involve rehabilitation of the facility including bus berths, passenger waiting area, ticket area, and access to the commuter rail platforms via elevators for wheelchair bound individuals. The cost of rehabilitation of the transfer building, bus berthing and pedestrian areas is estimated to be approximately \$2.5 million.

Other improvements would include a new platform, handicap access, signage, lighting, parking area for approximately 80 cars, waiting shelter and at-grade pedestrian crossing. Funding for these improvements has been received by MART from the Mass Urban Transportation Administration and construction is anticipated to begin early in 1989.

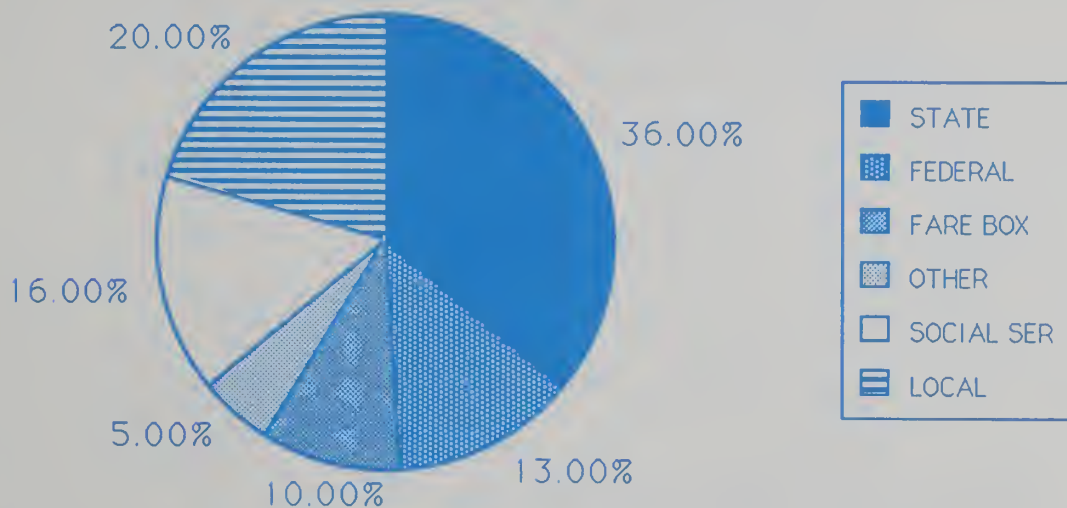


* MBTA audit figures based on weekday peak hour riders 5/15/88

FINANCING THE OPERATION

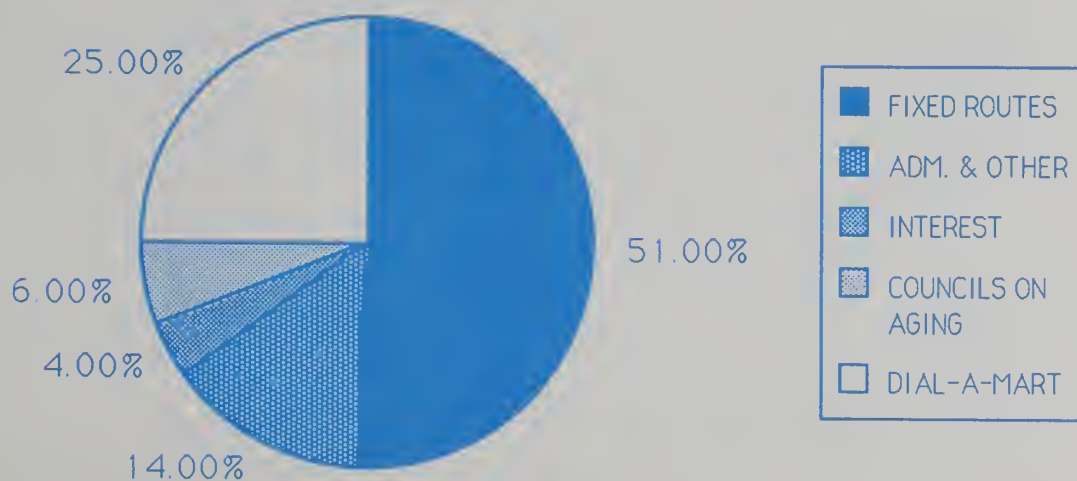
Where It Comes From

\$3,321,593



Where it Goes

\$3,321,593



BALANCE SHEET

ASSETS

Current assets:

Cash	\$464,766
Receivables for operating assistance:	
U.S. Department of Transportation	80,000
Commonwealth of Massachusetts	1,893,345
Local Communities	0
Receivables for capital grants:	
U.S. Department of Transportation	646,698
Commonwealth of Massachusetts	172,821
Local communities	0
Receivable from the Commonwealth of Massachusetts	6,576
Other assets	358,271

Total current assets 3,622,477

Receivable from the Commonwealth of Massachusetts 19,399

Transportation property 10,082,231
Less: Accumulated depreciation 2,088,413

Transportation property - net 7,993,818

Total Assets 11,635,694

LIABILITIES AND REIMBURSED COST OF SERVICE

Current liabilities:

Revenue anticipation notes	3,010,000
Bond anticipation notes	390,397
Grant anticipation notes	93,154
Current maturities of transportation bond	25,000
Current maturities of notes payable	6,576
Accounts payable and accrued expenses	948,122
Accrued interest	113,502
Amounts due operators	109,520

Total current liabilities 4,696,271

Transportation Bond Payable 75,000
Notes payable 19,399

Total long-term debt 94,399

Capital grants 8,451,892
Less: Accumulated amortization 1,555,910

Capital grants - net 6,895,982

Reimbursed cost of service -50,958
Fund balance 0

Total Liability and Reimbursement
Cost of Service \$11,635,694

NET COST OF SERVICE FOR STATE OPERATING ASSISTANCE

	Urbanized area service	Rural area service	Total
Operating expenses(exclusive of depreciation)	\$2,726,167	745,137	3,471,304
Farebox revenue	671,787	169,615	841,402
Federal operating assistance	330,000	80,000	410,000
Interest on obligations of state and local communities	11,468	2,312	13,780
Interest income	23,078	6,185	29,263
Rental income	116,418	31,207	147,625
Dial-A-Mart	265,162	76,678	341,840
Ticket agency	212,323	56,463	268,786
	\$1,630,236	422,460	2,052,696
Operating deficit subject to state and local reimbursement	\$1,095,931	322,677	1,418,608
Capital expenditures and ineligible Federal expenses:			
Interest on obligations of state and local communities			13,780
Excess of cost over revenue - Dial-A-Mart			341,840
Excess of cost over revenue - ticket agency			87,503
Payments on long-term debt			31,576
			474,699
Net cost of service			\$1,893,307
Net cost of service:			
State share:			
Chapter 161B			1,053,000
Accessibility Improvement Program			92,000
Department of Elder Affairs			20,000
			1,165,000
Local share			728,307
			\$1,893,307

ALLOCATION OF NET COST OF SERVICES TO MUNICIPALITIES FOR YEAR ENDED JUNE 30, 1988

	OPER- ATION'S NET COST OF SPECIAL SERVICE	FIXED NET LOSS	TOTAL ADMIN	REIMBUR- SEMENT FROM FED GOV'T	MART AGENCY OF TICKET	NET INTEREST EXPENSE	NET INCOME	COMM. RAIL	CAPITAL EXPENSES A FUNDED MART	DIAL MART	NET COST OF SERVICE FOR STATE OPERAT. ASSIST.				REIMBURSEMENT FROM THE COMMONWEALTH OF MASSACHUSETTS			
															CHAPTER 161B	DEPT. OF ELDER AFFAIRS	ACCESSI- BILITY IMPROVEMENT PROGRAM	ASSESS- MENT
FITCHBURG	\$611,642	21,829	633,471	196,587	161,322	6,886	45,517	2,548	12,626	127,438	705,420	362,232	-	38,376	-	-	-	274,712
LEOMINSTER	601,123	19,268	620,391	186,096	164,000	5,798	43,746	2,680	12,498	124,288	698,144	362,726	-	36,632	-	-	-	268,786
GARDNER	179,119	36,803	215,922	83,130	63,410	2,519	17,741	6,520	3,887	53,680	266,998	166,120	16,863	16,476	-	-	-	100,440
AYER	11,360	10,682	22,042	8,682	6,217	28	1,767	1,000	361	6,619	31,162	17,326	1,664	1,617	-	-	-	10,785
LANCASTER	-	10,174	10,174	4,547	3,012	124	851	-	180	2,682	14,386	8,001	-	-	-	-	-	6,386
STERLING	-	19,842	19,842	8,653	6,283	26	1,540	-	316	6,160	28,667	16,898	-	-	-	-	-	12,679
ASHBURNHAM	-	11,683	11,683	6,118	3,359	143	960	-	201	2,960	16,538	9,198	-	-	-	-	-	7,340
HUBBARDSTON	-	16,020	16,020	7,117	4,233	204	1,258	-	269	4,184	23,239	12,286	1,068	-	-	-	-	9,266
SHIRLEY	-	-	-	4	110	8	6	722	8	131	73	332	-	-	-	-	-	313
LITTLETON	-	22,989	22,989	9,741	-	386	1,906	1,600	381	7,641	42,041	23,382	-	-	-	-	-	18,659
TEMPLETON	-	10,388	10,388	4,303	2,654	110	780	-	163	2,682	14,819	8,236	684	-	-	-	-	5,908
WESTMINSTER	-	10,191	10,191	4,329	2,884	124	822	-	172	2,682	14,316	7,982	-	-	-	-	-	6,364
HARDWICK	-	11,988	11,988	5,416	3,486	146	1,004	-	214	3,062	17,102	9,612	871	-	-	-	-	6,719
	\$1,203,234	201,867	1,405,131	622,631	410,000	15,987	117,861	14,980	31,676	341,840	1,893,307	1,053,000	20,000	82,000	-	-	-	728,307

E



(E) Left to Right: State Representative Chester Suhoski, EOTC Secretary Frederick Salvucci, Former President ATU Local 690 Alex Svolis, Assistant Commissioner DPU Ellen DiGeronimo, Mrs. Alex Svolis, and MART Administrator Mohammed Khan taking a break for photographs after Grand Opening ceremony.

(F) Guests enjoying buffet provided by MART.



F



(G) Colorful balloon guided guests to new MART facility.

(H) Artful depiction of new MART garage provided a delicious dessert for MART guests.

G



H



R1427 Water Street, Fitchburg, MA 01420, 508-345-7711



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ANNUAL REPORT 1989

10TH ANNIVERSARY ISSUE

Montachusett Regional Transit Authority



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Montachusett Regional Transit Authority
R 1427 Water St., Fitchburg, MA 01420
(508)345-7711

ADMINISTRATOR'S LETTER

Fiscal year 1989 was a very significant year for the Montachusett Regional Transit Authority. We moved into our new garage which was built at a cost of six million dollars. A very large part of this funding came from the Urban Mass Transportation Administration, the Department of Transportation of the federal government and the remainder came from the Executive Office of Transportation and Construction of the state government. We are very thankful to our State Senator Mary Padula for her continued assistance with the federal funding when there were very little federal funds available nationwide. We are also thankful to Representative Chester Suhoski and Representative George Bourque for their continued support and assistance which resulted into over one million dollars in state assistance. The facility is a modern one and it provides not only a structure for the storage of buses and vans, but it also accommodates the MART administrative office, maintenance facility and various new equipment.

This year we saw a lot of growth for MART. Even though with the state budget crisis we came to a point of maximum growth, we will be able to provide all of our basic services for fiscal year 1990 and beyond. We can assure our riders because of the new garage facility, cooperation from the labor union in providing us with a unique opportunity to keep the operational costs down without sacrificing services, and our legislators and local elected officials continued support and advocacy for mass transit we will be able to continue to provide services. We are also thankful to the Governor for not vetoing the mass transit operational monies. In the coming years we will be able to perform within the state budget limitations and help the residents of the Montachusett region enjoy a comprehensive, comfortable and reliable mass transit operation on an ongoing basis.

This year we would like to target the elderly and handicapped population to fulfill their requirements for mass transit. We will assist various public agencies in utilizing more of our services and we will be cooperating with various social service agencies in meeting their needs of transportation at a reasonable cost. It is true that MART will be restructuring certain services and reducing some of its operation where the ridership is poor. This will cause an inconvenience among some of our valued riders. However, even with the state financial crisis, reduced funding and inflation, we are happy that we will be able to maintain the basic services that MART has always provided with the help of our elected officials support.

I want to remind our riders and people at large in our region that it is our tenth year of operation. Under normal circumstances we would have had a grand celebration, but decided at the advice of Mayor Bean of Fitchburg, Mayor Perla of Leominster and Mayor Deveau of Gardner, to celebrate our tenth anniversary by becoming more efficient, cost effective and responsive to our riders needs and thereby successfully cope with reduced funding in future years. We are determined to concentrate on improvement of our services. Thank you all for the opportunity to serve you.



Mohammed H. Khan

MART ADVISORY BOARD

ASHBURNHAM

Mark Rees

ASHBY

Leona Sanford

AYER

Stephen Slarskey

Emanuel Sifakis

FITCHBURG

Mayor Jeffrey Bean

Chairman

FORT DEVENS

Mark Steetle

GARDNER

Mayor John Deveau

Vice-Chairman

HARDWICK

Andrew Swistak

Anthony Kolenda

HUBBARDSTON

Theodore Curtis

LANCASTER

Frank Mitchell

Henry Richter

LEOMINSTER

Mayor Stephen Perla

Vice-Chairman (elect)

LITTLETON

Greg Balukonis

Mark Haddad

LUNENBURG

Joseph Bilotta

ROYALSTON

William Clark

SHIRLEY

Richard Hatch

STERLING

Arthur McLean

TEMPLETON

Walter Rolf

WESTMINSTER

L. Irene Kamila

WINCHENDON

Sheila Donofrio

ANNUAL EVENTS

DRIVER APPRECIATION DAY

The month of May is special for transit operators throughout the country. On one day during that month, mayors around the country join with the nation's transit industry in saluting the men and women who provide us with public transportation. Locally bus drivers for the Montachusett Regional Transit Authority are honored annually for their outstanding service.

For the past two years in an effort to highlight the role that transit plays in creating and preserving jobs, economic and community development, and mobility for the "transit dependent" National Transit Appreciation Day has been celebrated. On that day, MART has taken the opportunity to say "hats off" to its transit operators.

TOYS FOR TOTS PROGRAM

For eight consecutive years MART has sponsored its "Toys for Tots" program during the Christmas season. Donations of new toys for needy children are collected on all

MART buses for one week during the month of December. All passengers who donate a new toy are given a free ride by MART. Toy donations have also been accepted at MART's office. MART's "Toys for Tots" program has provided toys for hundreds of underprivileged children over the past eight holiday seasons.

BUS RODEO

Defensive driving is the creed of MART's operators. And to competitively exercise those skills MART has sponsored three annual bus rodeos.

The course that must be negotiated by the operators, within a maximum time limit of seven minutes, is a modified American Public Transit Association test course. It isn't quite the wild west. The "bulls" are buses, and the "cowboys" are bus and van operators, but the skill required for maneuvering, parking, and successfully completing the obstacle course requires nerves of steel.

Over the years prizes awarded to the winners have included \$100, \$75 and \$50 US savings bonds and certificates of recognition. In addition the top three contestants have represented MART at the state of Massachusetts Annual Rodeo.



Winners of a past MART rodeo include from left to right, 1st place Mark LaFond, 2nd place Brenda Rivard, 3rd place Marlene Leger.

REDUCED FARE
PROGRAMS

PASS PROGRAM

For about the cost of a Tootsie Roll a mile, you can take a MART bus to work instead of your car. It can be much cheaper to ride one of the daily MART bus routes to work, the shopping mall or various other daily destinations.

The facts and figures speak for themselves. According to the 1988 edition of "Your Driving Costs" a consumer brochure published annually by the AAA, the national average per-mile cost of driving a 1988 Ford Escort GL 4-door hatchback is approximately twenty-four cents per mile. For a twelve mile roundtrip daily trek to work, that translates into \$36.36 each month. Parking and gasoline costs are additional.

On the other hand, a MART monthly bus pass costs a mere \$12. At an average of twenty-two work days per month, the monthly cost to the customer is \$51.36 less than it cost to take a personal car the same distance.

There is no doubt that taking the bus instead of one's own vehicle can save the consumer money. It's simple, MART transports more people per mile in its buses, and so it is able to offer transportation at a much more economical rate.

MART ELDERLY/ HANDICAPPED I.D. PROGRAM

As a means of providing half-fare benefits to elderly/handicapped riders ten years ago MART implemented an Elderly/Handicapped I.D. program. Pink I.D. cards are distributed free of charge to elderly who are sixty years of age and older and disabled of any age who reside within a MART member community. Presenting this card when boarding a MART bus or the commuter train will enable the user to ride mass transit for half of the regular fare.

SPECIAL NEEDS I. D. PROGRAM

Three years ago along with the other thirteen transit authorities in the state and the MBTA the Montachusett Regional Transit Authority instituted a statewide identification program for transportation of disabled riders. The program eliminates "residency" requirements, and allows eligible disabled persons to use paratransit services at reduced fares throughout Massachusetts. A Special Needs photo identification card was developed as part of the program and it is issued to eligible riders by local transit authorities.



Christopher White, former president of Citizens to Remove Architectural and Attitudinal Barriers, enjoys the independence of a ride on one of MART's first lift equipped buses.

HAS IT REALLY BEEN 10 YEARS?

It hardly seems possible that little more than ten years ago today, MART was barely more than a hope for many housebound residents of the Montachusett region. Yet today, MART is one of the most progressive and rider-utilized transit systems in the Commonwealth, with ridership figures more than doubled since the system's maiden ride in 1979. Just how did this transition happen.

1979: THE BEGINNING

In 1979, the Montachusett region, like many other areas of the country, had reached a critical decision point about implementing public transportation service. While the cost of implementing and maintaining service would be burdensome on its own, the need for conventional and special needs transportation was self-evident. With state and federal assistance, service



MART THEN ...

was finally implemented in Fitchburg and Leominster in 1979, with Gardner service beginning shortly afterward, in early 1980.

Operating hours for the fixed route service was 6 am to 6 pm, six days weekly. Regular route rides cost forty cents each. Paratransit "special" service for handicapped riders operated two days weekly from 10 am to 4 pm, costing seventy-five cents one-way. Commuter rail service to Boston continued to operate in conjunction with the MBTA.

1980: EXPANSION AND GROWTH BEGINS

In 1980, MART ridership figures more than doubled from the previous year. Its original three member communities - Fitchburg, Leominster and Gardner - were joined by three new locales: Ashburnham, Shirley and Ayer. A significant milestone in MART service was reached that year when MART Advisory Board members voted to provide



MART NOW...

handicapped service for all ages, in addition to elderly transportation services managed by local Councils on Aging.

Additionally, fixed route services expanded to include Fort Devens, and MART's commuter rail services flourished.

FY 1982-1984: THE NEXT FEW YEARS

The next years were profitable and busy ones for the Authority. New communities joining MART included Lancaster, Sterling, Hubbardston, Royalston and Littleton. The state continued to provide valuable assistance when federal funds decreased, making it possible to improve and repair older buses and purchase new coaches and accessible vans for elderly/handicapped services. The Ski Massachusetts program was implemented and expanded so that Boston metropolitan area residents could travel to the Wachusett Mountain ski resort. New facilities planned included a bus maintenance garage and an intermodal transfer facility in Fitchburg.

Proposition 2 1/2 and federal assistance cutbacks were eased by additional state funds, while the December

1983 fire that destroyed Boston's North Station commuter bridge caused short-term headaches for MART as well as commuters. Finally, MART continued its good working relationship with the Amalgamated Transit Union, one that would prove to be both strong and mutually beneficial in the years to come.

FY 1985-1987: THE GROWTH CONTINUES

MART's growth and service expansion continued as the 1980's grew older. New communities to the MART family included Hardwick, Winchendon, Templeton and Westminster. The Authority continued to aggressively pursue and attain additional state and federal funding for several key MART projects: namely, the long-sought new maintenance and storage facility, the revamping of the Intermodal Transfer Facility in Fitchburg, and additional buses and vans for its growing services.

Two major services were added to MART's already full menu: the institution of Dial-A-MART, a unique program which provides transportation to the elderly, handicapped and underprivileged both inside and outside the

region; and the addition of industrial service to Fitchburg and Leominster industries.

AND HERE WE ARE TODAY

In the past year, MART services continued to prosper. The long-awaited \$5.8 million garage maintenance facility and administration offices were completed, funded largely by state and federal funds. A major Grand Opening was held in June 1988, and was attended by many public officials, including Massachusetts Transportation Secretary Frederick Salvucci; US Congressman Chester Atkins; UMTA Administrators Leonard Braun and Richard Doyle; State Senators Mary Padula and Robert Wetmore; State Representatives George Bourque, Augusta Hornblower and Chester Suhoski; and representatives of

Congressman Edward Boland and Senator John Kerry.

In other activities, MART has been working closely with the Department of Mental Retardation to transport its clients, and is planning a Fitchburg commuter train platform and eighty car commuter parking lot in conjunction with the MBTA. Also, in 1989 the town of Lunenburg joined MART bringing the total number of member communities to fourteen.

One of the fastest and most progressive transit authorities in the Commonwealth, the Montachusett Regional Transit Authority is proud of its accomplishments and of its strong service track record with the region's riders. But it doesn't intend to stop at ten years; the Authority is continuing to improve and expand its services.



MART Administrator Mohammed Khan, UMTA Administrator Leonard Braun, Fitchburg Mayor Jeffrey Bean, Leominster Mayor Stephen Perla, State Representative Chester Suhoski, EOTC Secretary Frederick Salvucci, Gardner Mayor John Deveau, and Templeton Representative to MART Walter Rolf take part in ribbon cutting ceremony for MART garage.

SPECIAL NEEDS
PROGRAMS

DIAL-A-RIDE

To many handicapped residents in the Montachusett region, there is no such thing as being housebound. Thanks to Dial-A-Ride, keeping doctor's appointments, shopping or visiting friends and relatives can be as simple as picking up the telephone. Instituted in 1980 in the cities of Fitchburg and Leominster, the program has expanded to include Gardner and Ayer. The Dial-A-Ride program is a supplemental transportation program which operates accessible van service concurrently with MART's fixed route bus service. It has bridged the gap for the disabled in the Montachusett region by making it simple - and affordable - to get out of the house.

INDEPENDENT TRAVEL TRAINING PROGRAM

It was another first for MART! Funded by the Department of Mental Retardation (DMR), MART was the first public transit authority in Massachusetts to institute and operate an Independent Travel Training Program for the Developmentally Disabled.

The aim of the program

is to improve the quality of life for clients by providing them with the skills needed to become independent commuters to their training and employment programs. MART staff trains clients referred by the DMR on a one-to-one basis to ride MART's fixed route buses to and from their residences and their vocational programs or employment.

During this its first year of operation fourteen clients were successfully trained and currently commute independently to their employment programs on MART buses each day.

DIAL-A-MART

In 1984 MART implemented its innovative, Dial-A-MART program, which provides coordinated transportation services to elderly, disabled and economically disadvantaged clients of various social service agencies.

The program has grown to service over thirty-five human service agencies and provided over 160,088 trips in fiscal year 1989. Although the program is geared toward trips provided to agency clients, the general public who meets established criteria may also take

advantage of the low cost transportation provided.

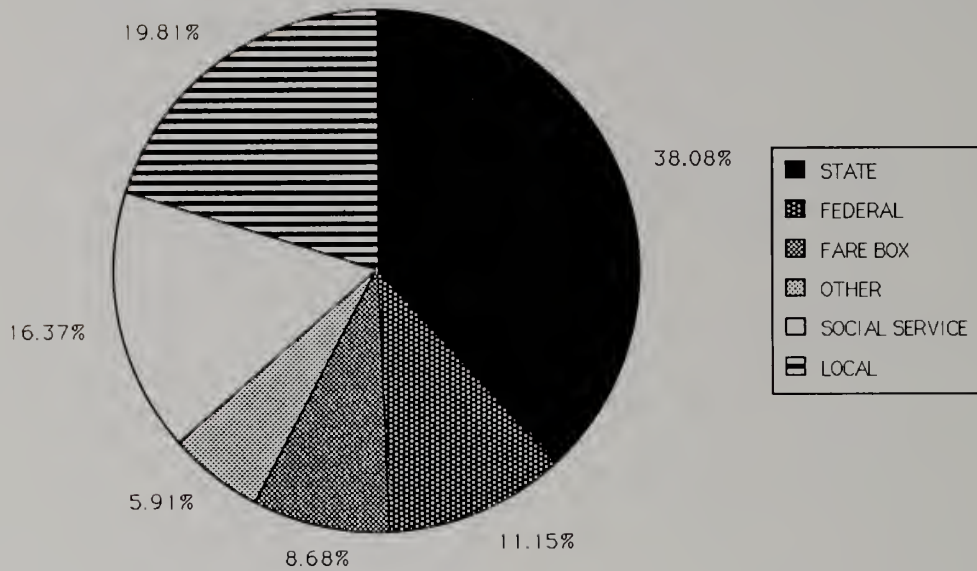
INTERCITY BUS PROGRAM

Intercity/interstate bus service in the Montachusett region is provided by three carriers, Englander Coach Lines Inc., Peter Pan Bus Lines Inc. and Vermont Transit.

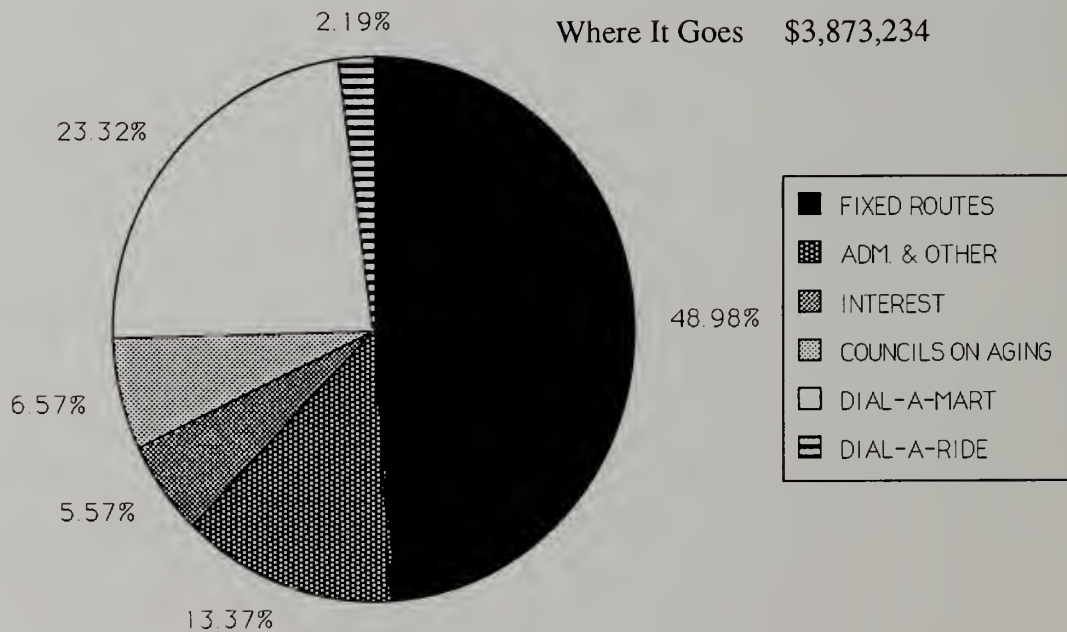
Under a first-in-the-nation program pioneered by the Executive Office of Transportation and Construction and private bus operators, six lift-equipped intercity coaches have been awarded to providers throughout the state. Englander is one such company that operates an accessible intercity coach in the Montachusett region. Since 1986, for individuals who use wheelchairs, and need to get to Boston or points West, intercity bus transportation has been available on a regular basis at an affordable price.

FINANCING THE OPERATION

Where It Comes From \$3,873,234



Where It Goes \$3,873,234



NEEDS ASSESSMENT

Transit

In order to provide increased mobility for Montachusett residents that do not own automobiles or that choose to be less dependent on the automobile, MART will continue to develop and implement appropriate and innovative public transit programs designed to increase ridership. The continuous examination of routes and schedules to determine the most efficient and effective service will be necessary. Continued participation of local industries, businesses, major shopping centers and schools in developing appropriate schedules, routes and promotional programs will be encouraged. Special service provided to the elderly and handicapped will be monitored to insure appropriate levels of service.

In addition to improved routing and scheduling, it will be necessary for MART to maintain and improve the operating condition of its vehicle fleet. The present vehicle fleet will gradually be replaced with new equipment and as the need arises the size of the vehicle fleet will be increased.

The following actions will be undertaken by MART to insure a continued highly visible, economical, safe, and accessible public transit system for the residents of the Montachusett region.

(1) Continued monitoring of routes and schedules so that any beneficial changes can be identified and implemented;

(2) Seek alternative sources of funding for continued transit operations;

(3) Continue marketing effort to inform the public of transit availability and efficiency;

(4) Purchase additional equipment as necessary, such as radios, fareboxes, buses, vans, etc.;

(5) Carry out and maintain driver safety and sensitivity training;

(6) Continue to upgrade as necessary transit services for the elderly and handicapped to insure both availability and accessibility;

(7) Continue to monitor for coordination of effort elderly and handicapped services provided by MART to social service agencies.

Commuter Rail

The principal existing need for the region's commuter rail service is maintenance of its operation at current levels. A commuter rail survey conducted by the Montachusett Regional Planning Commission in 1985 in the Montachusett region showed that 68% of the riders take the train daily to North Station in Boston, and that 69% of the riders use the service to travel to work.

The commuter rail service is an important asset to the Region and has widespread support. The service provides a vital link to the major employment centers in Boston and thus the Region has an economic dependence on the service.

Continuation of this service also entails maintaining adequate funding levels from fares and state/federal sources. In addition, improvements are needed at the Fitchburg train station. These improvements include a new platform, handicapped access, signage, lighting, parking area, and waiting shelter.

BALANCE SHEET

Assets

Current assets:

Cash and cash investments	\$ 78,145
Receivables for operating assistance	
U.S. Department of Transportation	160,000
Commonwealth of Massachusetts and cities and towns constituting the Authority	2,184,768
Receivables for capital grants	
U.S. Department of Transportation	74,341
Commonwealth of Massachusetts	—
Receivable from Commonwealth of Massachusetts	6,576
Dial-A-MART receivables	187,101
Amounts due from operators	61,603
Other assets	272,943
Total current assets	<u>3,025,477</u>
Receivable from Commonwealth of Massachusetts	<u>12,823</u>
Transportation property	<u>10,623,193</u>
Less accumulated depreciation	<u>2,641,856</u>
	<u>7,981,337</u>
	<u>\$11,019,637</u>

Liabilities and Unreimbursed Cost of Service

Current liabilities:

Current maturities of transportation bond	\$ 25,000
Current maturities of notes payable	6,576
Grant anticipation notes	79,108
Accounts payable and accrued expenses	150,237
Accrued interest	191,566
Amounts due to operators	142,202
Amounts due to another transit authority	
	<u>192,801</u>
Total current liabilities	<u>787,490</u>
Revenue anticipation notes	3,550,000
Bond anticipation notes	140,397
Transportation bond payable, less current maturities	50,000
Notes payable, less current maturities	<u>12,823</u>
	<u>3,753,220</u>
Amounts due to another authority	<u>99,000</u>
Capital grants	8,605,738
Less accumulated amortization	<u>2,032,049</u>
	<u>6,573,689</u>
Contingencies and commitments	
Unreimbursed cost of service	<u>(193,762)</u>
	<u>\$11,019,637</u>

NET COST OF SERVICE FOR STATE OPERATING ASSISTANCE

	Urbanized area service	Rural area service	Total
Operating expenses (exclusive of depreciation)	<u>\$3,084,903</u>	<u>788,333</u>	<u>3,873,234</u>
Transportation revenue	752,755	204,911	957,667
Federal operating assistance	330,000	80,000	410,000
Interest on obligations of state and local communities	8,457	1,703	10,160
Interest income	25,593	6,433	32,026
Rental and other income	151,568	38,235	189,803
Dial-A-MART	164,529	48,774	213,302
Ticket agency	<u>176,529</u>	<u>43,093</u>	<u>219,622</u>
	1,609,431	423,151	2,032,580
Operating deficit subject to state and local reimbursement	<u>\$1,475,472</u>	<u>365,182</u>	<u>1,840,654</u>
Capital expenditures and ineligible Federal expenses:			
Interest on obligations of state and local communities			10,160
Excess of cost over revenue - Dial-A-MART			213,303
Excess of cost over revenue - ticket agency			30,880
Payments on long-term debt			<u>31,576</u>
			<u>285,919</u>
Net cost of service			<u>\$2,126,573</u>
Net cost of service:			
State share:			
Chapter 161B			1,330,425
Accessibility Improvement Program			20,000
Department of Elder Affairs			<u>50,000</u>
			1,400,425
Local share			<u>726,148</u>
			<u>\$2,126,573</u>

ALLOCATION OF NET COST OF SERVICE TO MUNICIPALITIES

	Fixed service net loss	Operators' net cost of special service	Total	Administrative and ticket agency	Reimburse- ment from federal government	Net interest expense	Net other income	Commuter rail
Fitchburg	\$ 624,889	43,204	668,093	200,601	160,719	74,996	74,024	2,750
Leominster	640,987	16,929	657,916	190,755	155,733	72,965	71,318	2,750
Gardner	208,716	34,792	243,508	93,326	62,976	28,113	28,076	3,672
Ayer	11,000	8,767	19,767	7,454	5,986	2,378	2,661	8,900
Lancaster	-	11,278	11,278	4,524	2,622	1,266	1,206	-
Sterling	-	23,979	23,979	8,950	5,061	2,540	2,326	-
Ashburnham	-	13,191	13,191	5,173	3,024	1,463	1,391	-
Hubbardston	-	21,857	21,857	8,232	4,827	2,320	2,144	-
Shirley	-	-	-	-	104	17	48	732
Littleton	-	23,665	23,665	8,913	-	2,832	2,595	4,000
Templeton	-	11,217	11,217	3,900	2,404	1,161	1,068	-
Westminster	-	12,006	12,006	4,731	2,737	1,328	1,258	-
Hardwick	-	16,057	16,057	6,443	3,807	1,782	1,691	-
	\$1,485,592	236,942	1,722,534	543,002	410,000	193,161	189,806	22,804

Reimbursement from
Commonwealth of Massachusetts

Capital expenses funded	Dial - A - MART	Net cost of service for state operating assistance	Reimbursement from Commonwealth of Massachusetts					Total assessment
			Chapter 161B	Department of Elder Affairs	Accessibility improvement program	1989 Assessment	1988 Unreimbursed assessment	
13,018	80,894	805,609	504,098	-	20,976	280,535	27,462	307,997
12,716	79,177	789,228	493,602	-	20,325	275,301	28,386	303,687
3,684	31,370	312,621	195,642	15,744	7,944	93,291	4,440	97,731
350	3,354	33,556	20,995	1,497	755	10,309	(245)	10,064
159	1,490	14,889	9,313	-	-	5,576	885	6,461
306	3,156	31,544	19,724	-	-	11,820	2,179	13,999
183	1,723	17,318	10,842	-	-	6,476	90	6,566
282	2,852	28,572	17,874	1,207	-	9,491	756	10,247
6	69	672	421	-	-	251	63	314
342	4,105	41,262	25,809	-	-	15,453	159	15,612
141	1,432	14,379	8,997	600	-	4,782	659	5,441
166	1,573	15,809	9,896	-	-	5,913	(896)	5,017
223	2,107	21,114	13,212	952	-	6,950	(781)	6,169
31,576	213,302	2,126,573	1,330,425	20,000	50,000	726,148	63,157	789,305



